

GLASGOW CITY COUNCIL

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# PLANNING PERFORMANCE FRAMEWORK

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ANNUAL REPORT  
2018 - 2019



## Glasgow and the Clyde Valley Area

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The seventh Planning Performance Framework (PPF) was submitted by Glasgow City Council's planning service to the Scottish Government in July 2018, covering the period 1st April 2017 to 31st March 2018.

Subsequent feedback was received on 10th January 2019 from Kevin Stewart, Minister for Local Government and Housing, which provided *feedback on the 15 Performance Markers*, set out in the Planning Performance Framework, Annual Report Guidance Notes and on the evidence provided within Glasgow's PPF.

Note the following highlights on the seventh PPF, identified by the Minister:

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You provide pre-application discussions to all developments and have introduced a formal process for recording pre-application advice.

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Clear evidence of protocols for achieving improved customer services processes are given in the report.

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Your average timescales for determining major and local applications are faster than last year and the Scottish average

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Clear project planning is in place for the adoption and engagement has taken place through the Development Plan Scheme.

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Your report provides case studies of collaborating with neighbouring planning authorities and of benchmarking with HOPS

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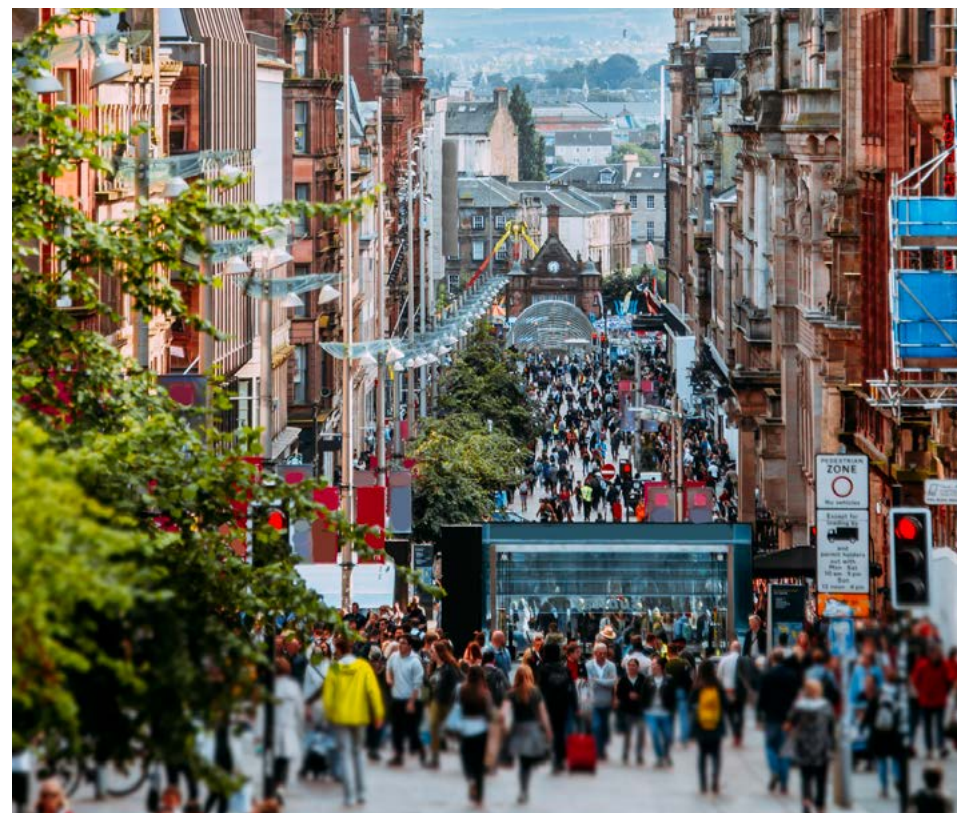
# Introduction

This Annual Report is the eighth produced by Glasgow City Council under the Planning Performance Framework (PPF). It covers the period from 1st April 2018 until 31st March 2019 and provides a report on the Council's planning performance following the format of Planning Performance Framework, Annual Report Guidance Notes, Version 8, issued on 11th March 2019.

The planning service has continued to play a pivotal role in presenting Glasgow in international, regional and city wide forums, demonstrating the value that the service has in the continuous development of the City's inclusive, and sustainable, economic growth, which has had beneficial outcomes for all concerned. *(Performance Marker 10)*



This year the European Championships took place in Glasgow and Berlin between 2nd and 12th August 2018. The Planning service played a pivotal role supporting the venue build-up to the games.



The local government elections on 4th May 2017 resulted in a change in administration in Glasgow, with consequential changes to the governance structures and Committee reporting. Planning applications are heard by the Planning Applications Committee. Delivery of the service will be in the context of the challenges, given the pace and scale of development pressures in the City and the further financial challenges which are set out in the Council's Financial Framework 2017-2023.

The **Council Strategic Plan 2018-2023**, was approved on 2nd November 2017. It sets out the priority themes and commitments that will be delivered over the next five years by the Council, its services and arm's length organisations. *(Performance Marker 12)*

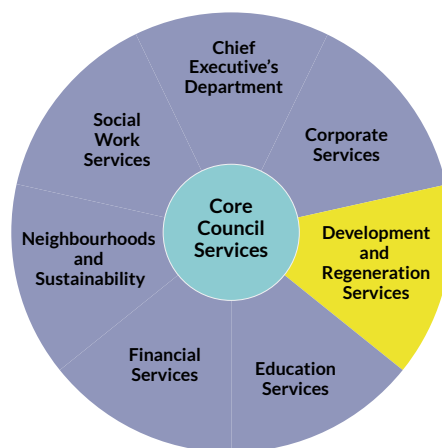
**Glasgow City Council**  
**Strategic Plan 2017 to 2022**



The planning service will drive real progress and achievement on the physical planning and spatial dimension of all of the Strategic Plan themes in implementing the City Development Plan. *(Performance Marker 11)*

**The Council's Strategic Plan will be delivered on a thematic basis across seven cross cutting themes:**

- A Thriving Economy
- A Vibrant City
- A Healthier City
- Excellent and Inclusive Education
- A Sustainable and Low Carbon City
- Resilient and Empowered Neighbourhoods
- A Well Governed City that Listens and Responds



A Well Governed City that Listens and Responds. Glasgow City Council's planning service is part of Development and Regeneration Services (DRS), which is the department charged with leading the theme of 'A Thriving Economy', and driving forward significant element of the 'Resilient and Empowered Neighbourhoods' theme. DRS is one of 7 Core Council Services, see Council Services "Wheel".

The **DRS Annual Service Plan and Improvement Report (ASPIR)**, provides the context and priorities for the planning service in delivering both the statutory role and the priorities identified in the Council's Strategic Plan 2017-22.

**ASPIR has identified 3 Key Issues in relation to the planning service, which it reports on quarterly:**

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

The planning service in Glasgow is committed to continuous service improvement *(Performance Marker 1)* and continues to help deliver a thriving economy, 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 **Glasgow City Development Plan (CDP)** was adopted in March 2017 and aims to give certainty for investment decisions for both public and private sector, by directing new development to the appropriate locations through its place-based approach. To support delivery of the CDP, the Action

Programme has been prepared and is being promoted as a Corporate Delivery mechanism to help co-ordinate the Council's spatial ambitions to regenerate Glasgow. *(Performance Marker 11)*

This year's performance figures and context for Glasgow are set out in **Part 5: Official Statistics**.

Over the last year the planning service has managed continuing process changes, driven by Service Development and Transforming Glasgow.

The period covered by this PPF, saw a continued evolution in the way in which the planning service operates, within an integrated planning and building standards service, to deliver its work programme. This was necessary to address competing work priorities and redress workload issues across the service.

The PPF Annual Report produced by the City Council's planning service, for the period 2017-18, was assessed by the Scottish Government, who produced a Performance Markers Report on 10th January 2019.

The Report produced as part of their feedback, from the previous year's PPF report, was assessed using a RAG (Red, Amber, Green) rating to give an indication of priority areas for improvement. This showed that Glasgow's planning service broadly improved on the previous year's performance, measured against the 15 Performance Markers, set out in the Annual Report Guidance Notes, produced by Heads of Planning Scotland (HOPS).

In order to demonstrate the importance of satisfying the 15 Performance Markers, the appropriate Marker(s) have been clearly identified against evidence within the body of the report. In addition, a **Performance Markers Checklist: Appendix 1**, has been added to the report to cross reference evidence within the report against Performance Markers.

A peer review of Glasgow's PPF, 2017-2018, was carried out by Aberdeen City Council and suggestions for strengthening this year's PPF were welcomed. A visit by Aberdeen City planning service to Glasgow earlier in the year was followed by a visit in October 2018 by planning officers from Glasgow to meet colleagues in Aberdeen. (*Performance Marker 13*)

The Case Studies throughout the Report give examples of how good practice has achieved good results and reflects the delivery of a high-quality planning service.

**This can be found in Part 1: Qualitative Narrative and Case Studies, under the headings of:**

- **Quality of Outcomes**
- **Quality of Service and Engagement**
- **Governance**
- **Culture of Continuous Improvement**

Finally, it has been highlighted in previous year's PPFs, that the UK Government awarded a City Deal to the Glasgow Region (Glasgow and 7 other Clyde Valley Councils).

Central to the **Glasgow City Region: City Deal** is a £1.13 Billion fund with Infrastructure funding, targeted towards unlocking new sites for housing and employment and enhancing transport infrastructure across the area. 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.







## PART 1

# QUALITATIVE NARRATIVE AND CASE STUDIES



## Quality Of Outcomes

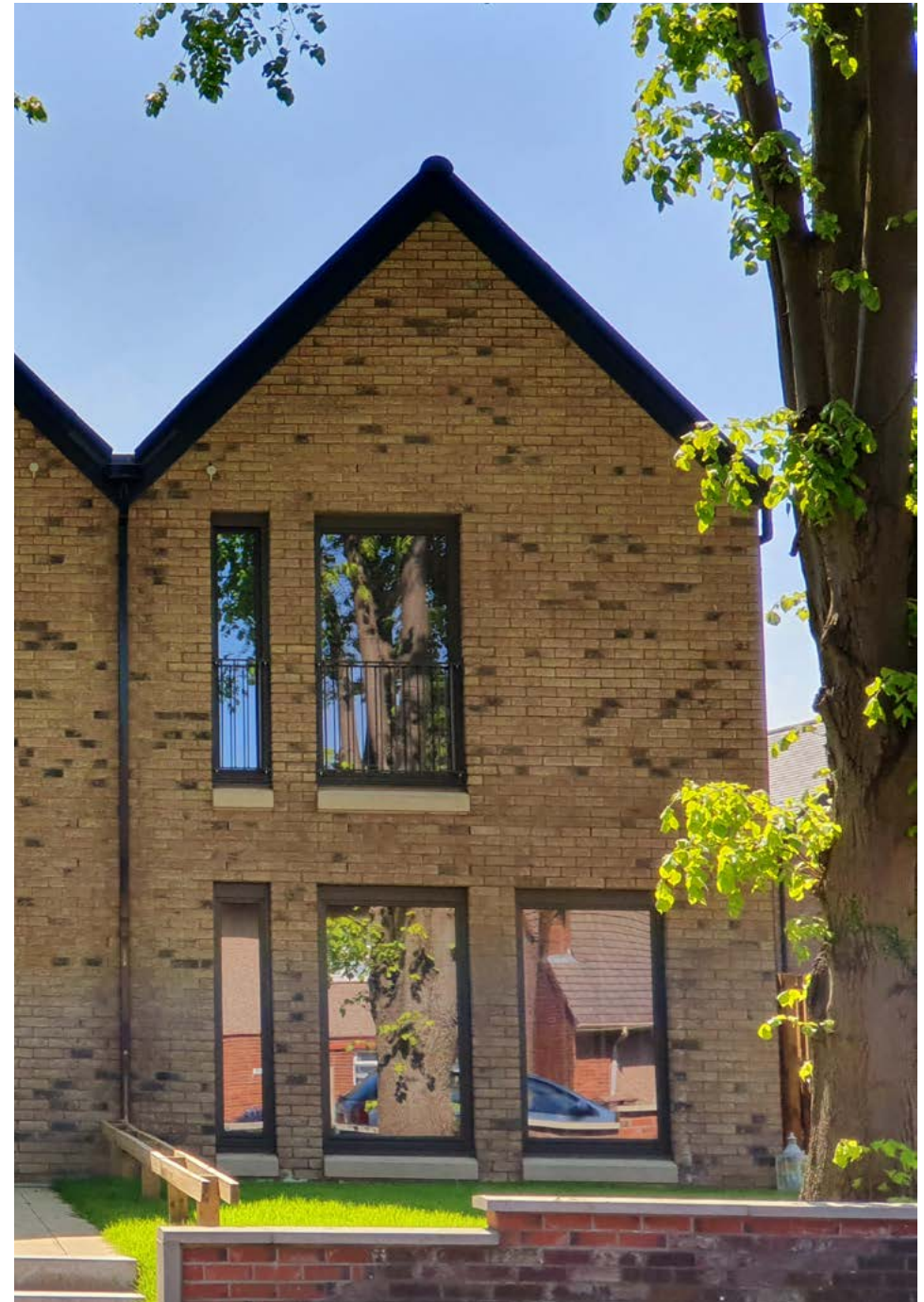
The **Strategic Development Plan**, **Clydeplan**, the **City Development Plan** with its **Supplementary Guidance** and **Interim Planning Guidance** provide design guidance for developers. Design Policy is backed up by advice and input from planning officers and the planning service's City Design team. This advice is available at pre-application stage and during the consideration of the submitted application, as appropriate. The City Development Plan and its associated Supplementary and Interim Planning Guidance are available on the Council's website. *(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 house builders and is available on the website. *(Performance Marker 2, 3 and 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. *(Performance Marker 11).*

The planning service hosts and facilitates the regular **Glasgow Urban Design Panel** which had six meetings during the year. Glasgow Urban Design Panel (GUDP) Design Review provides constructive advice to developers, design teams and planners, as part of the pre-application consultation process, and in line with council policy and guidance. The GUDP seeks to support built environment professionals in creating the very best design solutions for the city and its people.

Members of the **Glasgow Institute of Architects (GIA)** volunteer as the lead of the secretariat and together with the Glasgow Civic Forum (GCF) invite building experts to review projects and report on the Panel findings. This is seen as a useful and constructive review process by developers and the planning officers. See **Glasgow Urban Design Panel, Design Review**, Case Study.



Proposals presented throughout this year included: *(Performance Marker 3)*



### Central Quay

Central Quay is a prominent vacant brownfield site close to Glasgow City Centre bound by Anderston Quay and the River Clyde to the south and adjacent to the Kingston Bridge to the east. This proposal is for the erection of a residential development which will form a strong gateway to the city centre and enhance and revitalise the image of the River Clyde corridor. The development of the site will provide a major new mixed use quarter to the western edge of Glasgow City Centre.



### Dixon Street

The proposed Dixon Street apart hotel is located at the end of the axis of Buchanan street style mile and the building will form a 'Visual Stop' to Buchanan Street and a Landmark connecting St Enoch Square with the River. The development which will feature a roof top restaurant.



### Govan-Partick Bridge

Design proposal were discussed for the new Govan-Partick Bridge will provide a new pedestrian link across the Clyde. This bridge will change the face of the River Clyde waterfront and reconnect the communities at Govan and Partick. This project forms part of the Glasgow City Deal regeneration project and the new bridge will become a catalyst for change along the River Corridor, creating links between the City's West end and the south side of the River.



### Scottish Exhibition Centre Masterplan

The SEC masterplan proposes to incorporate a new extension to the west of the SEC to form new conference and exhibition facilities fronting onto the river, new arrival and drop off points, new hotel and associated public realm.



### River Strategic Development Framework

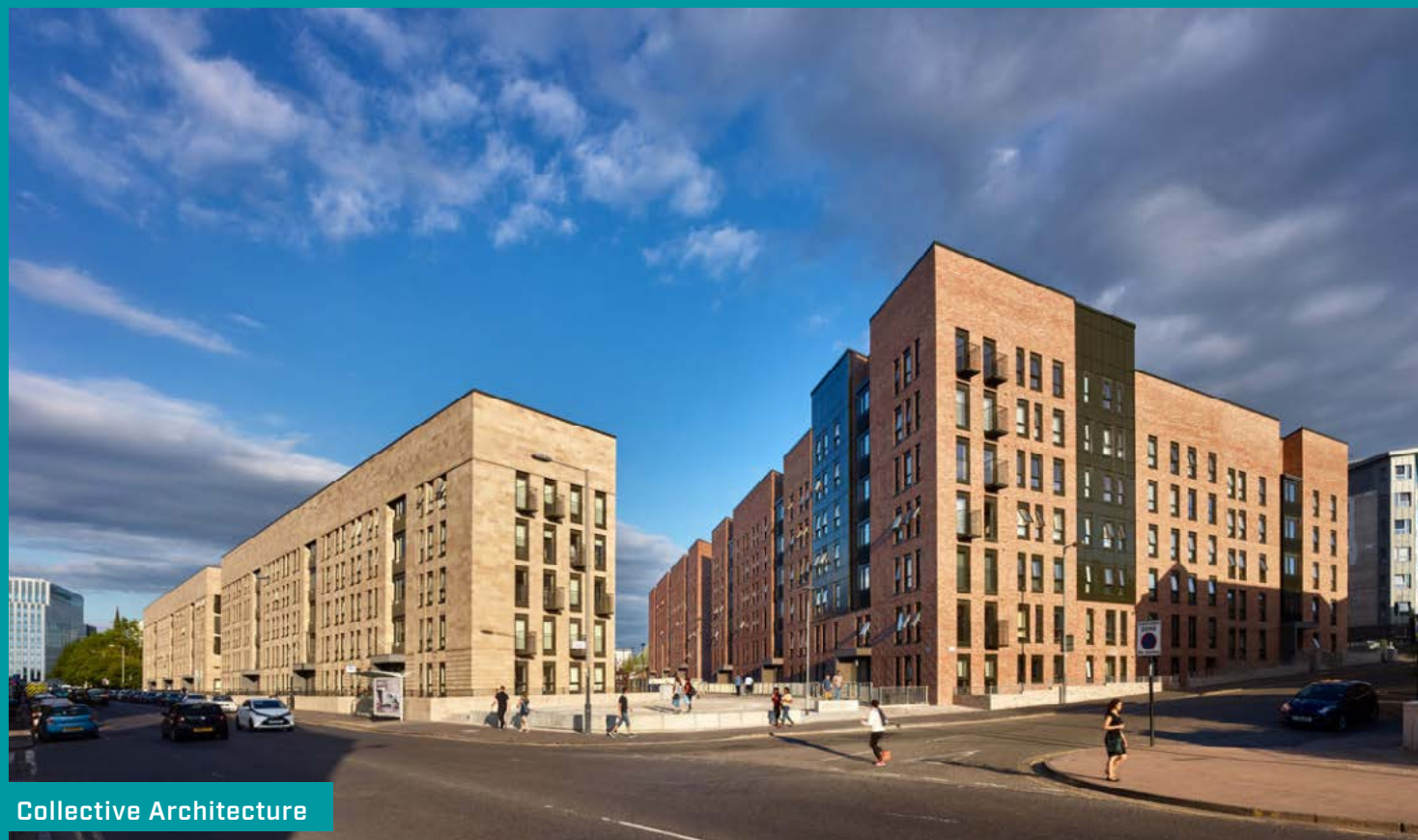
The SDF provides a clear route map towards the 'River Clyde 2050', where the successful regeneration of the River supports a critical mass of people and activity helping it to function as a unified entity, supporting a variety of economic, environmental and social uses and be recognised as the most important and vibrant part of the urban green and blue networks in the City Region.



## Anderston Masterplan

The delivery of the Anderston Masterplan has been a more than decade-long, multi-phase process to replace dated and dilapidated housing stock with contemporary sustainable buildings that help reconnect the residents of Anderston with the surrounding area. To do this the Masterplan proposed the demolition of 495 homes (in dilapidated 1960's concrete buildings, including 3 large 10 storey slab blocks) to facilitate new street layouts and be replaced with 540 affordable homes built to a tenemental scale.

Following planning approval in 2007 and the delivery of the first phases, (the project had some legal complications and the Council supported a CPO for Sanctuary Housing Association in 2012 to allow the consolidation of the remaining masterplan site). Phase 3 followed in 2014/2015 and the final phases of the Masterplan completed in late 2018 with final instalment of 206 new residential homes concluding the 13-year project.



Collective Architecture

Separate from the structural quality and environmental performance of the 1960's social housing stock, a key issue in the area was the spaces between buildings. The site layout was dominated by poor spaces with no sense of ownership and a lack of surveillance and security in communal amenity areas.

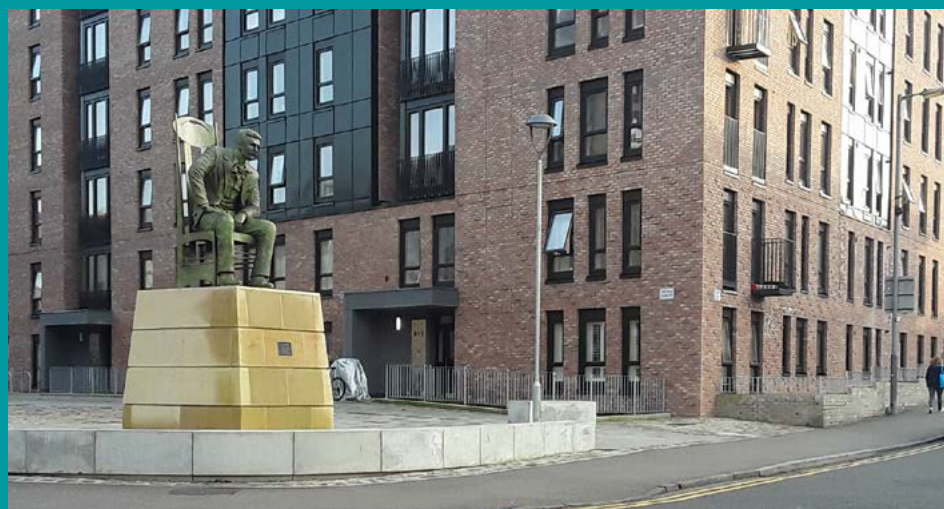
Whilst previous phases had delivered private amenity areas (gardens, backcourts), there was a lack of publicly accessible amenity. At the pre-application stage, Council officers therefore asked, in accordance with City Development Plan guidance, that the applicant focus upon the delivery of high quality external space in this final phase of the project with a reduction in car parking provision to maximise amenity opportunities.



Collective Architecture

**"DRS Planning fully supported the wider aspirations of the final phases of the Anderston Regeneration, namely to connect the Anderston area back into its surrounding location, through the reintroduction of street edges, streets and routes, as well as important vistas along Argyle Street both towards the City Centre and towards the West End. Planning staff supported efforts to obtain additional funding for sandstone to the elevations to St Vincent Street and planning policies supported our ambition to concentrate on the spaces between the building as much as the buildings themselves. This guidance encouraged plans to make the site car free and dedicate the open space to play and recreation."**

Nick Walker, **Collective Architecture.**



The design of phases 4 and 5 reinstates traditional street patterns and perimeter blocks at a tenemental scale, however it is the active encouragement of pedestrian movement through the site which really put the focus on the quality of the spaces between buildings, high quality landscaping and areas for informal play and outdoor amenity.

During the application process the development was assessed against City Plan Design policies and, as the applicant had been encouraged to prioritise the creation of quality external amenity areas over car parking provision, the Council's policy on car-free housing was utilised to ensure that the 119 mid-market rent properties with the development would include 5 car-club spaces to provide residents with access to a vehicle when required. Those spaces and the need for a formal arrangement with the car-club operator were then conditioned as part of the planning decision and have been delivered on site. At each stage, the application of City Development Plan policy and the guidance of Council officers provided support for the applicant to deliver high quality development on the ground and provide high density affordable housing on the edge of the city centre without compromising residential amenity standards.

In design terms the project team were required to balance the provision of this open space with the competing requirement to integrate the site with the traditional tenements to the north and west and the brick warehouse buildings to the south-west. The use of natural stone on the elevations facing the traditional tenements on Argyle Street is very successful and has re-introduced a residential scale and balance to this strategic route.

To secure this high quality material, planning staff had to support the applicant in their discussions with GCC Housing Investment colleagues to secure additional funding for the development. Referencing approved City Development Plan policy and establishing a need for this material given the development context, GCC Planning Staff were able to demonstrate to their Housing and Regeneration colleagues that the additional spending in this location was justified in order ensure high quality development on the ground.

The final stage of the masterplan is a very successful outcome in planning terms and the Council's support for the project is the culmination of over a decade of partnership working within the Council (Planning and Building Standards, Housing and Regeneration) to facilitate the delivery of over 500 affordable homes by Sanctuary Scotland Housing Association.



## New Albion Industrial Estate

The site lies on the corner of Hawick Street/ Halley Street within an industrial complex, known as The New Albion Industrial Estate, in Ward 13 of the City (Garscadden/Scotstounhill). Although the site is located within an industrial estate, it is in close proximity to residential areas.

The site was purchased by the current owner between 2008 and 2009; a planning application for the erection of a flatted development was soon submitted, and refused in April 2010 as contrary to the development plan. Planning Enforcement first became involved during June 2010: a complaint was made regarding a car wash use which had commenced on the site without permission.

An Enforcement Notice requiring the use to cease was served upon the registered owner; a subsequent visit in March 2011 revealed this use had ceased. Further complaints were submitted, primarily relating to the neglect of the site and alleged anti-social behaviour occurring upon it. The site had been abandoned after the closure of the car wash: portable cabins, bins and tyres had been left as deteriorating remnants of the prior unauthorised use.



Before

Fencing around the site had collapsed through neglect or vandalism and therefore, as access became easy, the derelict site became a frequent target of vandalism with the cabins being set on fire and the site used as a drinking den. This resulted in a rapid deterioration within the site and a significant risk to public safety.

In an attempt to rectify the disamenity caused by the presence of derelict portable cabins, tyres, waste materials and collapsed fencing, a Section 179 Notice (Land detrimentally affecting Amenity) was served on the registered owner of the site. However, the owner had moved away from their registered address and therefore could not be located. The Notice was therefore never appealed against and its requirements- to clear the land and bring it to an acceptable appearance- took effect. As no contact could be made with the owner, the only action available at the time was to leave the Notice as a blight upon the title of the land in question.

Anti-social incidents spiked in the early part of 2019 causing nearby local residents to lobby local Councillors.



After

Thereafter the case was referred to the City Council's "Wellbeing Empowerment and Citizen Engagement City Policy Committee", to see if a solution to the ongoing problem could be found. With the absence of an owner to negotiate with, the Council were stymied - all the regulatory powers available had been exercised.

Funding of Direct Action was identified as the only solution, but no specific budget exists for this. Urgent action was considered necessary and money was found from existing budgets. The cost for the project included not only the clearance of the site, but the facility to store the material for a period of 3 days to allow the site owner the chance to reclaim their property, a requirement specified in planning legislation.

The site was cleared on 1 March 2019, and all materials destroyed 3 days later. A firm commitment was given by officers to residents and the Committee to monitor the site regularly and to report any problems of fly-tipping to committee if necessary. To date this has not been required and the site remains clear.

Direct Action taken by the Planning Enforcement Team has therefore been highly effective in improving the amenity of the area, as well as the safety and wellbeing of residents in nearby residential properties.

## Vinicombe Street Public Realm

**The Vinicombe Street Public Realm project has delivered award winning public realm improvements at the corner of Vinicombe Street with Byres Road in the Glasgow West End.**

The brief originated from the extensive consultation process which aimed to guide the designers towards a quality-place solution. The key aims were to improve the economic vitality, quality of place and use of the environment within the area; to reclaim parking area in favour of pedestrianized space a Council-adopted space where pedestrians were prioritised over vehicular movement; also to provide a solid approach for the re-design of equivalent public spaces elsewhere that would place people at the core of the planning and design development.

The project was informed by the principles contained within CDP1 “The Placemaking Principle” which promotes a design-led approach to planning aimed to achieve the six qualities of place as defined in the draft Scottish Planning Policy and reinforced by the Scottish Government’s Designing Streets (2010) and Creating Places (2013). The 5-Street Report which supporting an integrated approach to introducing green infrastructures into existing streets as a climate mitigation measure, also informed the approach, as developed by GCC in partnership with Greenspace Scotland and SEPA.

The concept developed for the site sought to re-dress the balance between vehicle and pedestrian use to reclaim a parking area for the benefit of pedestrians. The project was delivered by Glasgow City Council in liaison with the Byres Road Improvement Group (BRIG) which comprises a range of local business traders and local community members.



The project has involved transforming an existing anonymous street end corner, primarily utilized as a car parking, into a distinctive community place which features high quality resurfaced pedestrian area, new seating, wi-fi, high quality resurfacing materials, lighting, security, the introduction of trees and greenery, a space for local events (i.e. market, outdoor movie projection, music event – in effect a new public square in the heart of the west end. The project has fostered a new civic sense among the community, which was made possible with minimum street reconfiguration.



## Shawlands Square

The delivery of Shawlands Civic Square has been the final stage of the Council's £3.3 million Shawlands Town Centre Action Plan. Approved in May 2012 the Plan was prepared to help enable the Shawlands town centre to reposition itself as a niche retail, quality food and cultural destination. Under the initiative, it was agreed to fund a range of environmental and public realm improvements across the centre together with a variety of initiatives to help reinvigorate the town centre, support local businesses and attract customers.



Before

The Square was co-created with the community and local businesses following an extensive consultation exercise with Planning Officers in 2014 and 2015 where local people were invited to explore what was possible if the existing road junction arrangement was rethought and configured differently.

In addition to local elected members and formal stakeholders, 168 local people directly imputed into the design providing feedback on materials, layout, landscape, lighting, connectivity, the eventual naming of the space and how it could be used to host events and markets in future.

The discussion led to the successful planning approval in May 2016 of the Square with only six specific comments on how to 'refine the design.' Given the significance of the proposed changes this underlines the success of the consultation process and level of buy-in to the idea from partners and residents.

The position of the space in front of the Category 'A' listed Langside Hall will help act as a catalyst for unlocking the potential of this key building.



After

The Square will provide a permanent base for the Southside Farmers Market and an events space for the Southside Fringe, other local festivals and a focal point for the Shawlands Cultural Quarter along with the southern edge gateway for Queens Park.

In redesigning the space, the partners carefully modelled and explored how it could become better connected to the wider Southside and in particular more sustainable travel options to the Queen Elizabeth University Hospital in Govan, Castlemilk, Glasgow City Centre and Glasgow's outer suburbs.

This led to collaboration with SPT to reorganise the positioning of key bus stops, taxi rank and routes and also Sustrans contributing £152,000 to the project to help create a new cycle link through the square via Queens Park to the South Glasgow Cycle Way.

From what began as an exploration of the 'art of the possible,' after its completion in early 2019 what has now been delivered is an integrated transport hub, event and market space capable of hosting over 400 people. It has radically improved the setting and functionality of Langside Hall, creating a catalyst both for the hall and adjacent businesses.

The project has been the biggest change in the setting of Langside Hall since the 1847 building was relocated to the site in 1901.

## 53 Kilmarnock Road

53 Kilmarnock Road is a ground floor commercial unit located within the Shawlands Cross Conservation Area. Shawlands Cross is one of Glasgow's newest conservation areas and the planning department has been working hard to improve the appearance of the conservation area and protect the special historic characteristics of this Local Town Centre.

The proposal for shopfront alterations was initially submitted as a pre-application request. The existing shopfront was of a very poor standard and did not respect the traditional tenement property or the surrounding conservation area. Through detailed pre-application discussions between the agent and the case officer we were able to ensure that key features such as a glazed sub fascia, and a timber framed shopfront, were reinstated.

This is an example where early pre-application discussions have resulted in an improved outcome. In this case we had a developer who was looking to significantly improve the shopfront and take on board the views of the planning authority in order to achieve a design that not only complied with policy but also improved quality of the surrounding place.

This shopfront which has now been installed is a significant improvement and an excellent example of a traditionally proportioned shopfront in the Shawlands Cross Conservation Area. This new shopfront will be used as an example of a best practice in the Shawlands Cross Conservation and sets a precedent for the quality of design that is now expected within this conservation area.



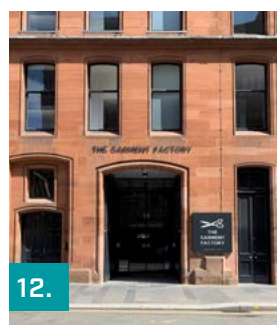
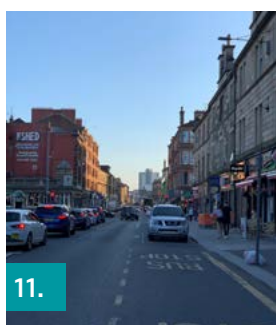
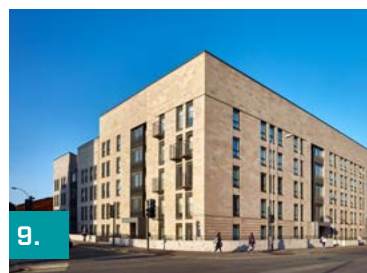
Before



After



## Awards



1. **Scottish Award for Quality in Planning | Nov-18**  
(1) Canal - Partnership Overall winner;  
(2) CDP Online Mapping - Plans (finalist);  
(3) Vinicombe st - partnership category winner
2. **National RTPI Award | May-18**  
Young Planner of the Year Winner
3. **RIAS Awards 2018 | Jun-18**  
Barmulloch Residents Care
4. **RIAS Awards 2018 | Jun-18**  
Clydeside Distillery - Shortlisted
5. **GIA Awards 2018 | Nov-18**  
Dougrie Terrace - Commendation - Healthcare
6. **GIA Awards 2018 | Nov-18**  
Tollcross Housing Association Office - Winner Office/Commercial/Industrial/Retail
7. **GIA Awards 2018 | Nov-18**  
Dougrie Drive - Housing - Shortlisted - Sustainable - Awarded
8. **National RTPI Award | Apr-19**  
Local Authority Team Finalist
9. **GIA Awards 2018 | Nov-18**  
Anderston Regeneration Phase 4and5 - Commended
10. **Academy of Urbanism Awards | Nov-18**  
Argyle Street - Great Street Finalist
11. **Great British High Street Awards 2018 | Nov-18**  
Champion Award Finalist
12. **RIAS Awards 2018 | Jun-18**  
The Garment Factor - Shortlisted
13. **GIA Awards 2018 | Nov-18**  
Conservation - Mackintosh at the Willow - Awarded

## Quality Of Service and Engagement

### Partnership Working

At senior level, the planning service is represented on all Heads of Planning Scotland sub committees, with Forbes Barron, the Head of Planning, the incoming chair for 2020-21. Benchmarking meetings take place regularly with City of Edinburgh Council and two way exchange meetings have taken place with Aberdeen City Council as part of the peer review through the PPF process. *(Performance Marker 6, 12, and 13)*

Officers from the planning service continue to play an active role in local forums, steering groups, working groups and collaborative partnerships with other local authorities, local communities and other stakeholders.

### Currently planning officers are engaged in: National and International



UNECE Housing and Land Committee



Heads of Planning Scotland



LUCI Association



Place Standard



MaaS Scotland



Clean Air For Scotland



SLAED



Scottish Property Federation



GCV Green Network



Connecting Nature



NERC



European Road Cycling Championships

### Regional



Clyde Gateway



Antonine Wall Management Plan



WOSAS



SPT Liaison meetings

### Projects

1. The Canal Partnership
2. The Central Govan Action Plan Partnership
3. The Seven Lochs Partnership
4. Shawlands Business Improvement District
5. Pollokshaws Local Delivery Group
6. Low Emission Zone Delivery Group
7. Robroyston Rail Station Delivery Group
8. Queen Street Station Stakeholder Forum
9. Water Row Masterplan Steering Group
10. North Glasgow Integrated Water Management System (NGIWMS)
11. Metropolitan Glasgow Strategic Development Plan (MGSDP)



## Enforcement Charter

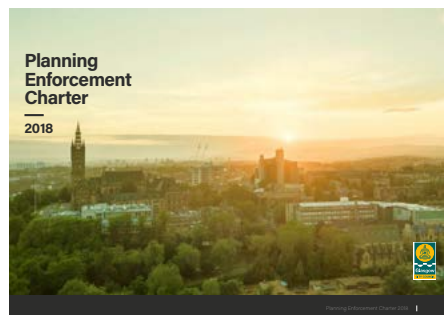
The Planning Etc. (Scotland) Act 2006 Act requires a new **Planning Enforcement Charter** (PEC) to be produced every two years taking into consideration any changes in legislation that may have occurred throughout the duration of the previous PEC. The PEC approved in March 2018 does not therefore change significantly in terms of powers available for dealing with enforcement problems since the previous version of the PEC in March 2016.

However, the PEC 2018 has been adapted to be even more customer-focused, in particular identifying what does and what does not constitute a breach of planning control. When a breach is identified, the PEC explains to customers what the Council's approach is in resolving breaches. With this in mind the 2018 PEC follows four Service Pledges. These provide a commitment to written procedures to ensure consistency; a promise to act expediently and in proportion to the harm caused by the breach; and to identify cases requiring higher priority action.

Whilst the service pledges explain the broad aims of the service, four Service Standards are provided to ensure that timescales across the board are adhered to: for logging cases, assessing breaches and reviewing all cases for a decision on further action and communicating this to customers.

The most significant change coming through the PEC in 2018 was the introduction (through Service Standard 4) of the requirement to prepare Planning Impact Reports (PIRs) for stakeholders, assessing breaches and relaying the conclusions through a report similar to a Report of Handling for a planning application.

Responsibility for the application of High Hedges legislation, including advice and any resulting application, is also undertaken by the Planning Enforcement team. *(Performance Marker 5)*



## Development Management: Pre-application Discussions



Design Guide: New Residential Areas

**Pre-application advice** is provided free of charge by planning officers for all levels of planning applications, listed building applications and advertisement consent applications. The consistency of officer advice is shown by the fact that only 0.1% of applications were determined contrary to officer recommendations.

A formal process of registration of pre-application discussions and clearer timescales for response has been introduced in the planning service. This has provided clarity of timescales for pre-application advice and provides a formal written record of pre-application meetings and the advice given by officers. This provides a significantly improved customer experience, and greater certainty to the advice given.

Early contact and discussion at pre-application stage is welcomed and encouraged, particularly for residential applications, as set out in the Council's **Design Guide for New Residential Areas**. This provides input from City Design, transport planning and other relevant parts of the planning service. The developer is provided with an opportunity to streamline the consents process by submission of a planning application and Roads Construction Consent application concurrently. However, this depends on meaningful involvement by all parties at the pre-application stage. *(Performance Marker 2 and 3)*

Developers of Major applications are now expected to present their proposals at pre-application stage to the members of Planning Applications Committee. A number of such pre-application presentations have taken place including presentations on the Meat Market site and hotels in the City Centre. *(Performance Marker 3).*

This has proved to be a useful exercise for developers and Committee members. Developers are able to present schemes at an early stage of development and are able to hear at first hand the issues which members feel will be important to consider and which may be raised at committee. The members of Committee find out about significant proposals which are at pre-application stage and have the opportunity to ask questions of the developer. They are thus better informed of the proposals, some of which may not eventually be considered by Committee.

Developers can ensure that when the application is submitted, any issues raised through this discussion have been considered in the final submission, and this can form part of the pre-application consultation report accompanying major applications. *(Performance Marker 3)*

Clear and specific guidance is available for use at pre-application stage on the Council's website about developer contributions. This forms part of the City Development Plan **Supplementary Guidance IPG12**. Developers are offered the opportunity of staged payment for such developer contributions, usually through a legal agreement. *(Performance Marker 3, 11, 15)*



## Processing Agreements

All major applications are now expected to be the subject of a processing agreement. This is indicated to the developer when a Proposal of Application Notice (PAN) is approved. Processing Agreements are also made available to all applicants if requested for all levels of application. Such agreements are useful for project management of applications from the pre-application stage. *(Performance Marker 2)*

## Glasgow Planning Local Review Committee (LRC)

The Glasgow Planning Local Review Committee (LRC) is a committee of the Council which deals only with requests by applicants for a review of the decision on applications for planning permission for local scale developments which was taken by an appointed officer under the Council's scheme of delegation.

### The review may be requested where the decision was to:

- Refuse planning permission;
- Grant planning permission subject to conditions; or
- There was no decision taken on the application after the expiry of the period for determining it.

The LRC meetings normally take place every two weeks, and are held in public. In the case of reviews for the non-determination of planning applications, decisions will be issued within 3 months of receiving the request for a review, and as soon as practicable in other cases.



## Service Wide Customer Engagement and Feedback

Online applications now form 90.1% of applications received in 2018/19, a further increase on the 86.4% the previous year. With the launch of the eDevelopment portal including online building warrant applications, the operation of the online portal is being monitored and reviewed by the DRS Service Development team.

A single point of contact is provided for all applications through a named case officer, on the online record and on correspondence. *(Performance Marker 12)*

A customer query phone line and planning enquiry mailbox staffed by planners is available to answer queries from members of the public and other interested parties. Complaint handling is carried out in accordance with the **Council Complaints Procedures** and a specific team within the planning service registers and monitors complaints, Member queries and Freedom of Information/ Environmental Information Requests.

A stakeholder event with Community Councils was held in March 2019, following on from our previous stakeholder events with agents in 2016 and 2018.

The theme of the event was communication, where Community Councils were provided with information on the planning service, and members of community council giving feedback on general concerns, and suggestions about future communication.

An action plan has been produced as an outcome of the event which will lead to further service improvements for communication with the community councils and members of the public in general.

It is intended to hold these stakeholder events annually as they provide useful feedback for recently introduced service changes and also points of action for future improvements. *(Performance Marker 12)*

## Glasgow City Development Plan (GCDP)

Scotland operates a plan-led planning system. This comprises of: at national level the **Scottish Government's Scottish Planning Policy** and **Scotland's Third National Planning Framework**; at regional level-the **Clydeplan** (SDP) (approved July 2017), and at local level-Glasgow **City Development Plan** (CDP) (adopted March 2017) and City Development Plan **Supplementary Guidance**.

These set out clear guidance for all scales of development and are the main consideration in the determination of planning applications. *(Performance Marker 7)*

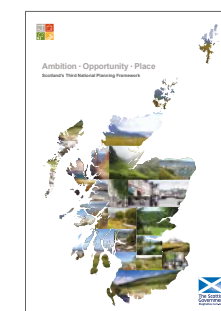
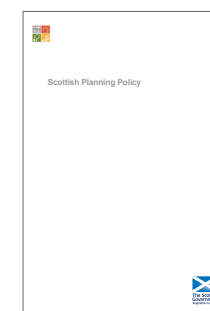
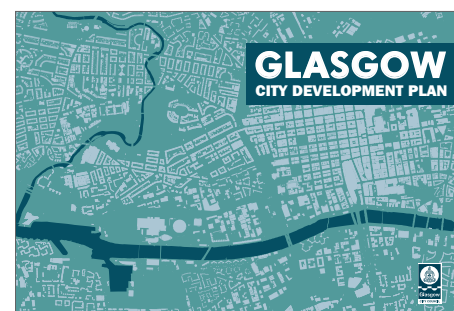
Work has progressed on the preparation of the new City Development Plan with monitoring on key policy topics progressing in line with national guidance following adoption. A Call for Sites has been undertaken and reviewing of submissions is taking place, we have engaged with Key Agencies and other Stakeholders and are progressing production of the Main Issues Report and scoping the Strategic Environmental Assessment.

Engagement with elected members has taken place and early community engagement has also commenced to help inform the approach and content of the Main Issues Report (MIR). The approval of Clydeplan in July 2017 illustrates a significantly improved housing supply context to that when the CDP was

adopted (which informed a need for Early Review), however the Council remains committed to collaborating with partners to identify ways of improving housing delivery, particularly focusing on our priority regeneration areas. *(Performance Marker 9, 10)*

The Development Plan Scheme illustrates that the preparation of a new City Development Plan is progressing and adoption will be achieved within the 5 year statutory requirement. It is recognised that the statutory framework informing the preparation of Local Development Plan is evolving due to the emerging Planning Bill and a commitment has been made to align the CDP preparation, where viable, within the parameters that will emerge from the statutory process. *(Performance Marker 8).*

Guidance (statutory and non-statutory) is continuing to emerge relating to key CDP topics and to spatial priority areas. The Council's Open Space Strategy was consulted on late in 2018 and submissions are being reviewed to inform the final document and subsequent activity including Developers Contributions Guidance to ensure that it is proportionate and consistent with delivering the Council's long term strategies. *(Performance Marker 11)*





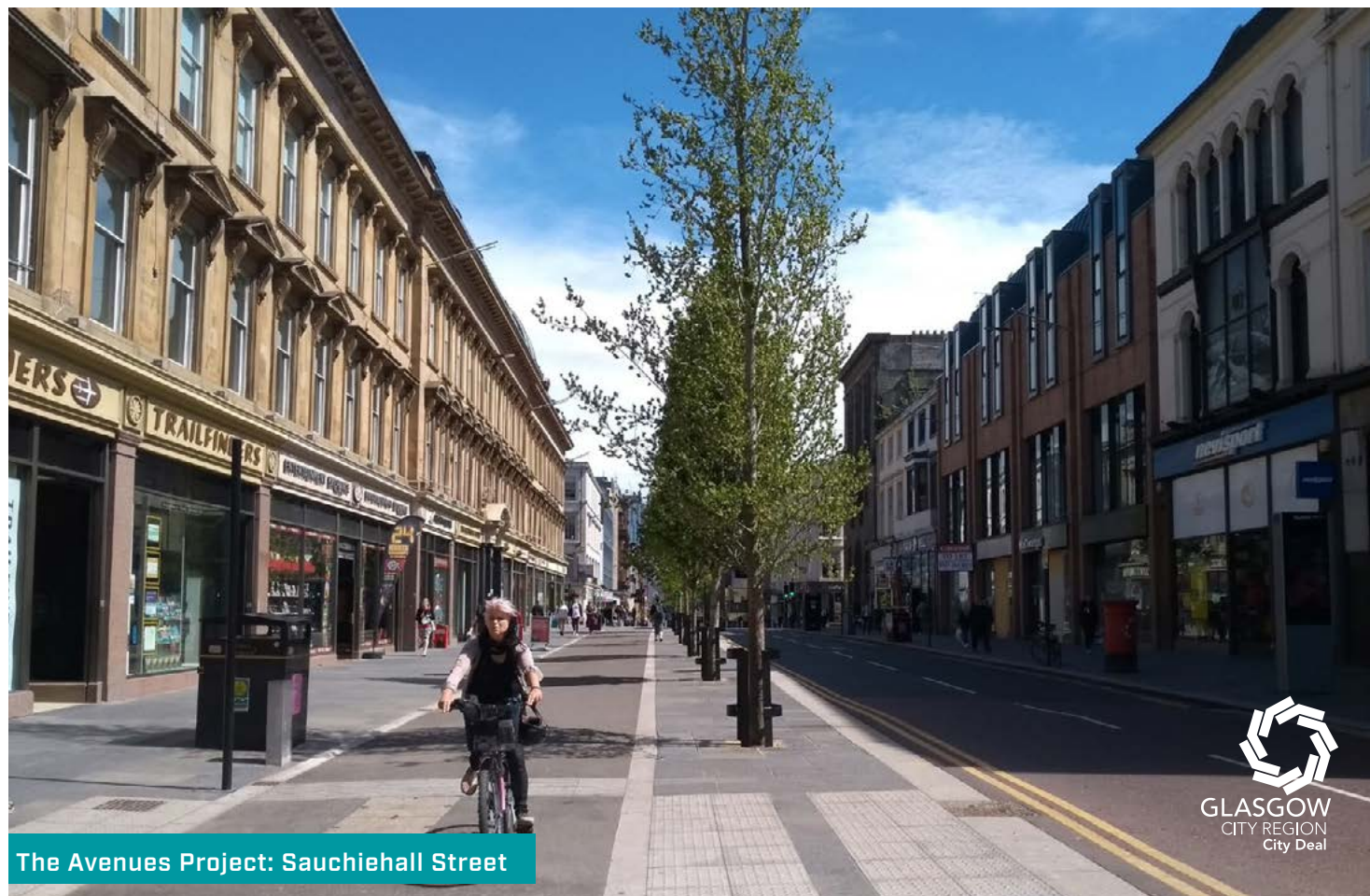
## Glasgow City Region City Deal

**City Deal** is a 2014 agreement between the Scottish Government, the UK Government and the eight Glasgow City Region Councils, providing a £1.13 billion infrastructure fund targeted towards unlocking new sites for housing and employment and enhancing transport infrastructure in the area. It is anticipated that as a result of this investment 29,000 new jobs will be created, £2.2bn of net additional GVA per annum and an additional £3.3bn of investment will be levered in over a 20 year period.

**Within Glasgow City there are 5 main projects which amount to approximately £400m of investment over a 10 year period:**

- City Central Enabling Infrastructure and Public Realm
- Waterfront and West End Innovation Quarter
- Canal and North Gateway
- Collegelands and Calton Barras
- Metropolitan and Strategic Drainage Partnership

City Deal projects were developed by officers within the Spatial Strategy team in accordance with the key aims of the City Development and in response to main issues identified within emerging Strategic Development Frameworks. As a result City Deal investment now plays a significant role in delivery of the City Development Plan Action Programme. Planners continue to occupy a leadership role during the project delivery stage.



**The Avenues Project: Sauchiehall Street**



Officers within the Spatial Strategy Delivery team collaborate across the department to ensure that infrastructure interventions are embedded in the physical regeneration of the city and responsive to third party proposals under consideration by colleagues within Development Management teams.

In 2018/19 officers were involved in the preparation of masterplans that will inform delivery of future City Deal investment (Water Row, Meatmarket, Cowlares) and worked in partnership with key stakeholders to develop proposals for major economic initiatives and investment in transport infrastructure (Clyde Waterfront Innovation Campus, High Street Station).

Construction continued on a number of sites including public realm works at Sauchiehall Street, Govan Town Centre, and Calton Barras; site remediation works in Port Dundas and delivery of housing at Sighthill.

Tenders were issued for a range of projects which will commence in 2019/20 (M8 Footbridge, Meatmarket remediation and enabling infrastructure works, and active travel investment at North Canal Bank Street and Active Travel North). *(Performance Marker 7, 10, 11, 12, 13)*

## Engagement with Students and Learning

Glasgow City Council planning service has a long history of collaboration and encouragement of planning students in the City's educational establishments. The planning service every year hosts students on three month placements from Glasgow Caledonian University Environmental Management degree, providing them with invaluable work experience on specific projects to help deliver relevant planning outcomes.

For a number of years the planning service has also employed graduate planners from Glasgow as part of the Glasgow Guarantee scheme, providing a two year work contract which will allow the graduates to obtain work experience contributing directly to their admission to Chartered RTPI membership.

Mentoring is provided by a buddying system between the newer graduates and senior planners to ensure that the newer members of staff obtain a relevant range of experience and submit high quality APCs. Many of these graduates have gone on to fill permanent posts within the City Council as well as elsewhere.

Other involvement includes work with Glasgow University's postgraduate planning students on collaborative dissertations (triggered by a "hackathon" where students presented themes to planning officers). Planning officers from City Council are involved with the RTPI for university accreditation of planning courses and also assessment of APC submissions. The planning service, along with the rest of Development and Regeneration Services, also regularly employs summer interns, again providing work experience and benefiting from their expertise to deliver specific projects.

Along with the rest of Glasgow City Council, many employees in the planning service are engaged in the MCR Pathways project which provides mentoring for high school children across the City.





## Butterbiggins Road

The decision by First Bus to relocate their South Glasgow depot created the largest brownfield site in the Govanhill area for decades and a challenge to redevelop the site within one of the most deprived neighbourhoods in the city.

Since 2004 officers have provided pre-application advice and support for various development proposals for the former bus garage site. Residential redevelopment of the site was granted planning permission in 2005, prior to the 2014 closure and relocation of the bus depot to the new Caledonia depot in the Gorbals.

Following changes in market conditions, a further application for Planning permission in Principle was granted in 2012 for a mixed use development of offices, cinema, community facilities and a care home. Following the closure of the depot in 2014, site clearance and remediation commenced.



Mast Architects

In 2018 planning consent was obtained for Link Housing Association to develop 186 properties for mid-market rent on the eastern portion of the site, with a retail development currently under consideration for the Victoria Road western portion of the site.

Throughout the last 15 years, a single point of contact has been provided for pre-application contact and support for the successful redevelopment of this significant brownfield site.

In March 2019 construction started on the Link Housing Association development, marking the first phase of the redevelopment of the former bus garage. Discussions are ongoing with officers to bring forward the redevelopment of the Victoria Road/ Butterbiggins Road retail development.



Currently

# Buchanan Wharf

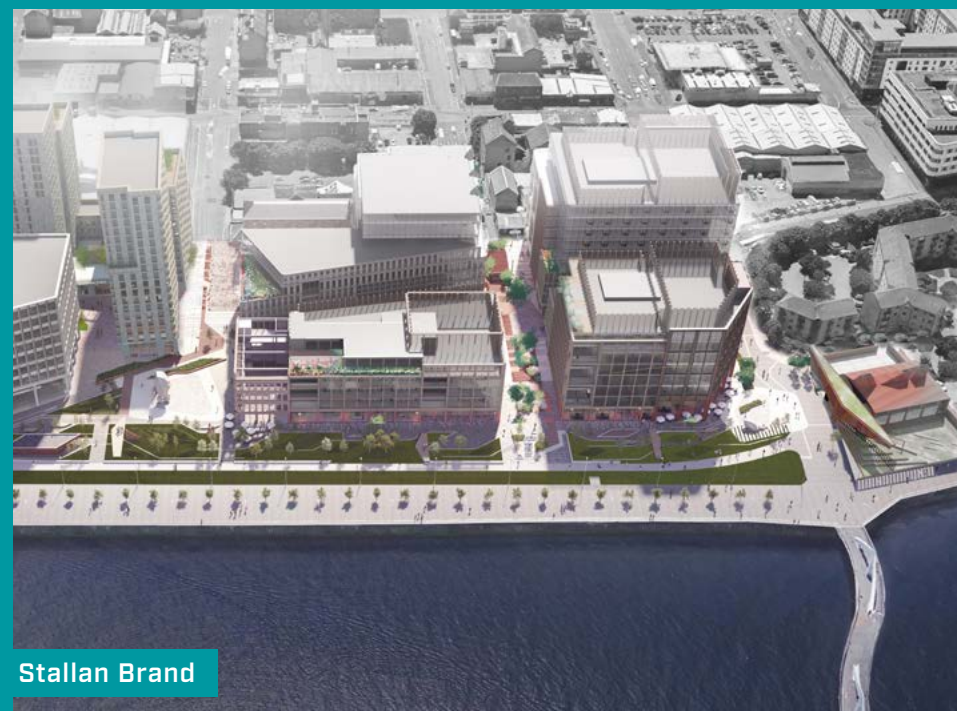
In 2017, the Council approved a Planning Permission in Principle (PPP) application for a mixed use development; comprising mainly of offices with serviced apartments and other commercial uses (retail/restaurants etc). The consent also included the closure of Clyde Place to the north of the site, which was subject to a Stopping Up Order, to allow the applicant to create areas of public realm to this area of the application site. The site within the Tradeston area of the city, is bounded by Clyde Place, Commerce Street, Kingston Street and West Street, and is now referred to as Buchanan Wharf.

Once the PPP was issued, the applicant (Drum Property Group) promoted the site as an attractive new office location, and successfully secured the interest from Barclays Bank to acquire the majority of the site as a state of the art campus headquarters for the bank. In addition to this, Drum have also agreed a deal with Legal and General to acquire the south east corner of the site to deliver build to rent (BTR) apartments.

The overall vision for the Buchanan Wharf site is to introduce a substantial level of new office accommodation over a series of varied buildings in terms of height and form, with the potential for commercial uses at ground floor locations. The proposals will also incorporate landscaping and public realm areas across the north boundary of the site, which will then filter through the development to the southern boundary. The addition of a serviced apartment block at the south east corner completes the types of uses to be located within this block of Tradeston, therefore, enabling the regeneration of this area of the City.

Given the scale of the application site and the applicant's aspirations/proposals to transform the area, it was identified at an early stage the need to create a close working group between the Council and the applicant. A team was assembled on both sides, consisting of Town Planners, Architects, Project Managers, Engineers and other relevant professions, therefore, establishing a relationship with everyone that would be part of the ongoing process that lay ahead.

These groups, that took place weekly/ fortnightly, began at pre-application stage and still continue, and were considered of particular benefit as it gave all relevant parties the opportunity to present any issues or constraints relevant to the development or potential impacts surrounding the site. It also highlighted the requirements that had to be met with regard to City Plan 2 (Plan at time of approval of PPP) and the City Development Plan, with focus on specific and relevant policies.



Stallan Brand

The established working group on this project has proved to be a success. The scale of the operations to evolve at this part of Tradeston, to assist in the major redevelopment of the Buchanan Wharf site, relied heavily on the delivery of key planning consents and associated building warrants, in order to meet the demands of the build programme.

The project benefited greatly from continuous engagement and involvement with relevant partners and professions associated with the development. The project has highlighted the importance of pre-application meetings and continuous engagement between the Local Authority and the applicant, particularly in cases such as these where many stakeholders are involved.

Works have begun on site, and it is clear at this early stage the significant contribution this project will have within this area of Tradeston, and the potential positive impact on the surrounding areas. The economic benefits and high number of job creations will certainly be at the forefront, but in addition to this is the high quality of urban design and architecture being introduced which will also visually transform the area.

The project is a true regeneration success story that was seriously needed at this location. With this project the Planning Service has clearly shown its desire to support sustainable economic growth, the importance of Placemaking and the benefits of dedicated and consistent working with stakeholders.



## Water Row Masterplan

During 2018, GCC Planning Services worked collaboratively in an intensely co-creative process to form a Masterplan that will realise the potential of a complex and strategically important site on the city waterfront.

The Water Row site is a historically significant part of Govan that connects the town centre to the waterfront. Located at the bridgehead of the proposed Govan Partick Bridge and the centre the emerging Glasgow Riverside Innovation District (GRID), the site is key to delivering the Council Strategic Plan thriving economy and inclusive growth objectives and the City Development Plan aim of re-positioning Govan as a sustainable urban quarter within a vibrant river corridor.

A Masterplan Steering Group was formed to oversee the process comprising Council Officers from DRS Planning and Building Standards, DRS Housing Investment, the proposed developer, Govan Housing Association, Central Govan Action Plan (CGAP) – a local, community-led, regeneration initiative, and, ultimately, a design team led by Collective Architecture.

As a first step, the DRS Masterplan Team produced and published a design framework for Water Row. This outlined key design principles: mixed use development, active ground floors, river connection and respect of the historic context, and also the principles of inclusive growth and community renewal: meaningful community participation and the formation of community owned, income generating assets.

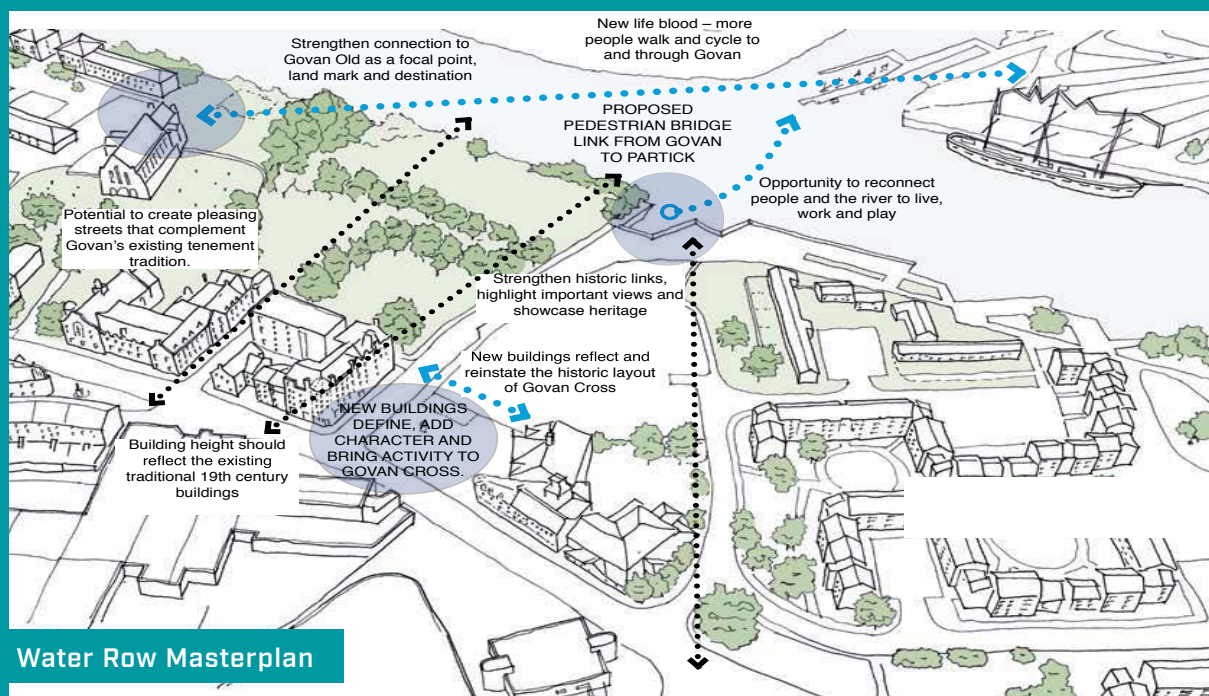
The structure of the Council's Planning Service enabled extensive and incisive engagement to take place, with a locally-based Spatial Strategy Delivery officer project managing the process: co-ordinating local stakeholder and wider community involvement alongside the input of the various planning disciplines and other Council departments.

An extensive number of consultation and design events took place to inform proposals, summarised in a separate Stakeholder Consultation Report. These engaged hundreds of different stakeholders to ensure local ambitions were encapsulated within the masterplan report, with a significant element focused on establishing the future of two Showpeople Yards located at Water Row:



A series of surgeries were held between Officers of the Council, other agencies and client partners. This included integrated design workshops for the Govan-Partick Bridge and Govan Old Campus, and drop-in sessions in the Council's office that gave the design team direct access to planning and other council officers;

- A series of 7 specific issue workshops with key local stakeholders including Govan Heritage Trust, Govan Community Council, the CGAP Steering Group and Govan HA Management Committee;
- 5 advertised public events including a two day mobile road show. One event was the formal Pre-Application Notice consultation which 136 participants attended;
- A series of consultations with representatives of both Showpeople Yards;
- Presentation to the Glasgow Urban Design Panel;
- Newsletters issued to 2,700 households ahead of the PAN public event in May 2018 and on the publication of the Masterplan in January 2019.



The Masterplan proposes a mixed use scheme providing 200 new homes (mainly for mid-market rent) and 3500sqm of commercial space, set within unifying, high quality, public space. It also integrates the south landing of the planned Govan-Partick Bridge, onward walking and cycling connections and the proposals for the redevelopment of Govan Old as a cultural destination and enterprise hub on the Govan waterfront.

The Water Row Masterplan Planning Permission in Principle application was submitted in April 2019. Determination is dependent on the resolution of current objections by Scottish Environmental Protection Agency (SEPA) to development on the river floodplain.

"The range and variety of engagement activities enriched the co-creation process, allowing the team to listen, record and respond to comments and ideas from as wide and diverse an audience as possible. Events, such as the roadshow, helped to increase the visibility of the project throughout the Govan area, reaching out to as many people as possible within the community. This was a unique opportunity allowing the team to engage with people who would not normally attend formal consultation events.

**The level of consultation undertaken for this masterplan project was far greater than any consultations undertaken in past projects carried out by the design team and should be considered as exemplary, setting a benchmark for future masterplan projects of this scale"**

The design team from Collective Architecture.



## CDP5 Carbon Emissions Reduction

Planning policy CDP 5 Resource Management sets a requirement for carbon emissions savings to be achieved in new development (domestic and non-domestic) at Gold level plus 20% Low and Zero Carbon Generating Technology (LZCGT). This equates to a 27% cut in CO<sub>2</sub> emissions for domestic development over the 2015 building regulations and a 38% cut in CO<sub>2</sub> emissions for non-domestic development against the 2015 building regulations.

The Council offers some flexibility for new development in attaining Gold Standard, this is primarily to encourage the development of the Passivhaus standard (web link) within the City. Information on the available options is set out in the related document SG5: Gold Options. (<https://glasgow.gov.uk/index.aspx?articleid=20790>).

An application was received in late 2018 for a non-domestic, 2 storey development, which provided detailed information that showed that the proposed development did not meet the required level of carbon emissions reduction.

The case officer informed the applicant that planning permission was unlikely to be granted as it was clear from the information provided that the development would be unable to meet the CDP 5 planning condition. Following discussion, it transpired that the design of the development was constrained as it had already received type approval status from LABSS, so any significant redesign of the building to meet the CDP5 standard could compromise the type approval that was in place.

**“All applicable planning applications submitted from 1st September 2018 will be required to meet Gold Level Compliance plus 20% Low and Zero Carbon Generating Technologies (LZCGT)”**

**CDP5 Resource Management.**



Following dialogue internally with building control officers and externally with the consultants acting on behalf of the applicant, the planning officer explored options with the applicant to meet the policy requirement within their constraints.

This resulted in the applicant doing further analysis of the energy performance of the building, making improvements to the fabric specification and increasing the amount of low and zero carbon generating equipment being specified within the development. The type approval design was deemed to be uncompromised and at the planning application stage, the development went on to exceed the 38% requirement, proposing to save ~48% in carbon emissions.

The application was granted subject to conditions, which include the condition to implement the requirements of CDP5 Gold level plus 20% LZCGT.

The delivery of the condition and the achievement of the carbon emissions reduction on the ground requires close co-operation between Building Control and Planning to ensure that the planning condition is tracked through the Building Control system. The applicant is required to present self-certification documentation to Building Control at the building warrant to demonstrate that the condition is being met at the 'as designed' stage.

Following the completion of the building, the applicant is then required to re-submit the updated self-certification verifying the 'as built' building alongside submission of the completion certificate. Only upon the successful attainment of the completion certificate and the self-certification demonstrating the as built compliance with the CDP5 planning condition will the planning condition will be deemed to be discharged.

## Governance

The planning service forms part of the City Council's Development and Regeneration Services (DRS) and delivers the service priorities of the Council as reflected in the Council's Strategic Plan 2017-2022. Planning and Building Standards are an integrated service under a single Head of Service.

Within the integrated Planning and Building Standards Service, managers' spans of control encompass the wide range of functions discharged by the integrated service. This organisation is predicated on the principle of continuing to provide a "smarter" workforce to deliver an improved service, through "smarter" work practices. See Planning and Building Standards Structure in Introduction.

In addition in summer 2018, as part of the Council's 'Invest to Improve' initiative there was analysis and Identification of additional resources and skill sets required across the Planning and Building Standards service to deliver the current and future regeneration of the city, implement the City Development Plan and manage the findings of the Scottish Governments Audit of Building Standards. This resulted in a number of 'core regeneration' posts being recruited and filled.

Moreover, over the past few years the level of staff resource committed to City Deal has increased, with dedicated project teams now established for each of the three projects being delivered by the planning service. These teams form the link between the spatial strategy planning function of the service and third parties, leading on project delivery and ensuring that the wider spatial objectives of City Deal investment are not lost during implementation.

Development Management is carried out in four teams as described in the management structure. 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. These teams are set up to be able to react to the need for intensive project management for major developments, through early engagement at pre-application stage and throughout the process, through full planning, Planning Permission in Principal (PPP) applications, through the resulting Matters Specified in Conditions (MSC) applications and engaging with clearing pre-start conditions before work starts on the ground.



A specified Delegated team deals with all householder applications and most advertisement and telecommunications applications. Planning officers manage their own caseload 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*)

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 delivery of the Council's strategic investment priorities, such as the schools and care facilities currently being developed; and Housing and Regeneration for new housing and private repairs schemes.



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Planning is also involved with other DRS officers in projects such as Metropolitan Glasgow Strategic Drainage Partnership, Sustainable Glasgow and the City Centre Regeneration team, working on projects such as public realm transformation.

Within the Council Family we are working with colleagues in Community Planning Partnership – particularly in exploring the link between spatial and community planning. This includes promoting the use of the Place Standard. *(Performance marker 12)*

The planning service is involved in collaborative working with neighbouring planning authorities in projects on such projects including City Deal (see above). *(Performance marker 13)*

Within the planning function in DRS, teams prepare, produce and monitor:

The City Development Plan including Supplementary Guidance, which support and contribute towards the Strategic Plan.

They support greenspace and environmental programmes such as Central Scotland Green Network, Glasgow and Clyde Valley Green Network Partnership, Sustainable Glasgow and the Place Standard project.

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The Spatial Strategy Teams deliver projects in partnership with other stakeholders and works closely with the Govan THI.

The City Design and Transport Planning teams provide specialist advice and guidance for planning colleagues. The Enforcement team also works closely with Development Management officers.

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 from outwith the Development Management function, who manages the administration of the local review appeals process.

Administration and relevant observations for appeals determined by the DPEA (Scottish Ministers) are handled by the original Development Management officer to reduce the time taken to provide comments to DPEA.





## The West of Scotland Archaeology Service (WoSAS)

**WoSAS compiles and maintains the Historic Environment Record (HER) on behalf of each member authority. Information from the HER is made freely available to the public online.**

The **West of Scotland Archaeology Service (WoSAS)** is hosted by the City Council planning service: WoSAS was created in 1997 so member councils benefit from a shared curatorial service. Currently 12 planning authorities, 11 councils and a national park authority in West and Central Scotland, receive this service from WoSAS. *(Performance Marker 10)*

The primary purpose of WoSAS is to assist the authorities in the statutory duties that arise from their role as planning authorities, but WoSAS also delivers savings to the authorities by working with The Improvement Service to cost-effectively deliver collated historic environment data to the Spatial Hub online portal in order to satisfy the authorities' statutory duties under the INSPIRE (Scotland) 2009 Regulations.

WoSAS liaises with Historic Environment Scotland and other national agencies to help deliver national strategies for heritage, and participates on behalf of the member authorities in various working groups such as Association of Local Government Archaeological Officers (ALGAO), the Scottish Sites and Monuments Records Forum, the Antonine Wall World Heritage Site working group, the National Parks Historic Environment Working Group and the Regional Archaeological Research Framework working groups for Argyll and Bute and for Southwest Scotland. WoSAS engages in consultation exercises relating to the planning system and to historic environment matters.

**The mediated, accurate information provided by the experienced, specialist planning archaeologists of WoSAS have brought major benefits to member authorities by:**

- Contributing to the de-risking of major developments and
- Ensuring developers of all sizes address potentially significant historic environment issues at as early a stage in the development process as is feasible, thus speeding up determination timescales.

Outcomes are reported annually and are published on the WoSAS website. The Annual Audit Plan for 2018 - 2019 has been published and was presented to committee on the 28th of March 2019.



**Commonwealth Games Athletes Village excavation - 1809 Glasgow Water Works.**



## Service Delivery and Workflow Management

Service delivery is managed through the corporate Annual Service Plan and Improvement Report (ASPIR) which is reported quarterly committee to ensure that resources are aligned to priorities. Planning and Building Standards have adopted a Business Plan which aligns the workflow to the Council's strategic priorities; updates are reported quarterly to Senior Management Team. *(Performance Marker 12)*

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 98.5% of cases to be decided on a delegated basis rather than by Committee, thus increasing the speed of decisions.

Workforce planning is managed corporately through a workforce planning board, which examines business cases to ensure that new posts created through Service Reform Planning and Building Standards management team meets two-weekly. Planning and Building Standards Team Leaders meet two-weekly to discuss issues of concern and progress service improvements, and feed back to the management team. Ongoing planning policy, legislation and performance pressures are discussed at the six-weekly Development Management Forum meetings. *(Performance Marker 6)*



# Greater Easterhouse Green Infrastructure Programme

## Background

Greater Easterhouse was identified as a Strategic Development Framework priority area due to a number of opportunities and challenges, including:

**An abundance of unproductive brownfield land comprising vacant land; and sites identified on the effective housing land supply register with no development programmed;**

- Poor quality poorly managed and maintained disconnected green spaces;
- Poor connectivity throughout neighbourhoods;
- Poor community facilities and local shopping facilities; and
- Poor play provision.

An early scoping exercise recommended an integrated green infrastructure focus should be applied to help reduce the quantity of vacant and derelict land, reconnect neighbourhoods, support improved surface water management and attract private sector house building.

The exercise also highlighted that the Greater Easterhouse area is well positioned to take advantage of adjacent green belt land within the Seven Lochs Wetland Park. The abundance of vacant land throughout the area presents an opportunity to create well connected quality green infrastructure as a means of re-connection which may be used as a catalyst for place making and investment providing new development and economic growth towards regeneration of the Greater Easterhouse area.



**Public event in Cranhill Park mapping a water course**

As a result of this, the Greater Easterhouse Integrated Green Infrastructure Strategy was developed through a strong partnership approach between different departments (Planning; Housing and Regeneration; Flood Risk Management; Parks Development) in Glasgow City Council and Glasgow Clyde Valley Green Network Partnership.

This strategy identifying green-blue corridor connections to the Seven Lochs Wetland Area which would help address some of the outlined area challenges, align with the housing programme for key investment sites and the Cardowan Surface Water Management Plan.



## Developing the Design

In 2016 and 2017, Planning led a bid to Scottish Natural Heritage to secure strategic green infrastructure investment. This was matched with Glasgow City Deal Funding for Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) activities and Scottish Government Vacant and Derelict Land Fund. The **Project planning** designed details and implementation plans to create two improved green-blue corridors within the Greater Easterhouse neighbourhoods of Cranhill and Ruchazie; and Blairtummock to link with gateway parks of the Seven Lochs Wetland.

The main focus for each of these enhanced corridors was to deliver multi-functionality. This included helping create opportunities to slow and storage surface water and unlock development sites; delivering new and enhanced habitats for biodiversity; new landscape features and paths for healthier and happier lifestyles.

### Some of the activities being implemented within the designs included:

- The restoration of the Whamflet Burn in Blairtummock Park and the Light Burn in Cranhill Park;
- The creation of new and enhanced wetland, meadow and grassland habitats for supporting species such as the special Fossorial Water Voles to thrive within the open space and support the species being relocation from the key development sites;
- The creation of advanced green and blue infrastructure to help attract in high quality development for key development sites in the areas.
- The planting of new trees and upgrade and enhancement of the path network linking civic facilities such as the Town Centre; transport links; community facilities; and education facilities.
- The creation of landscape features for encouraging natural play and healthier, happier lifestyles.



## Community Engagement

During the detailed design development the project held a series of interactive community design workshops to involve local people in the plans. The workshops were delivered in partnership with local housing organisations, environmental organisations and community groups to target the people living closest to the proposed new / enhanced corridors. The workshops focused on specific design elements, such as seating, features, signage, entrances to help build local ownership and interest.

Local residents, school children and park users were invited to drop in and find out more through sharing ideas on the ground and learning about the park and its ecology through games, drawings, model making and installations. The series of workshops attracted over 430 local participants.

## Investment Breakdown

The Greater Easterhouse IGI project secured £1.26m Green Infrastructure funding from Scottish Natural Heritage (ERDF). This is matched with other funding allocations from the Vacant and Derelict Land Fund; Heritage Lottery funding from the Seven Loch's Wetland Project; and City Deal Funding from the MGSDP Cardowan Surface Water Management Plan. The total cost for the full suite of associated works for the project is estimated at £6.0m.

Strategic Benefits (Social, Economic and Environmental)

### The wider benefits of the programme have included:

- improvements to the environmental quality and performance of greenspace, in particularly improving surface water and urban climate resilience;
- increased economic attractiveness, equality and health benefits by reducing the impact of vacant and derelict land and increasing opportunities for social, active and economic activities;
- improvements to the quality and accessibility of greenspace through the creation of new and improved habitats; and
- greater participation in use or management of greenspace, increased physical activity, volunteering and understanding of nature.

## Glasgow Urban Design Panel, Design Review

The quality of the built environment influences how we sustain and improve our quality of life, the economy and the natural environment. The role of the *Glasgow Urban Design Panel* is to promote the value of good sustainable design and champion the highest standards in architecture and placemaking:- Design Review Guidance

**The annual appraisal of the Panel Governance and Design Review process is key to the success of the panel and the panel outcomes. New innovative approaches to facilitating the panel include:**

1. the creation of *Design Review Guidance* for both the panel members and presenters to the panel;
2. alterations to the existing Design Review Process, to create a more collegiate and transparent Design Review and;
3. to improve collaboration of projects or plans coming forward within a neighbourhood, where possible.

### New Design Review Format

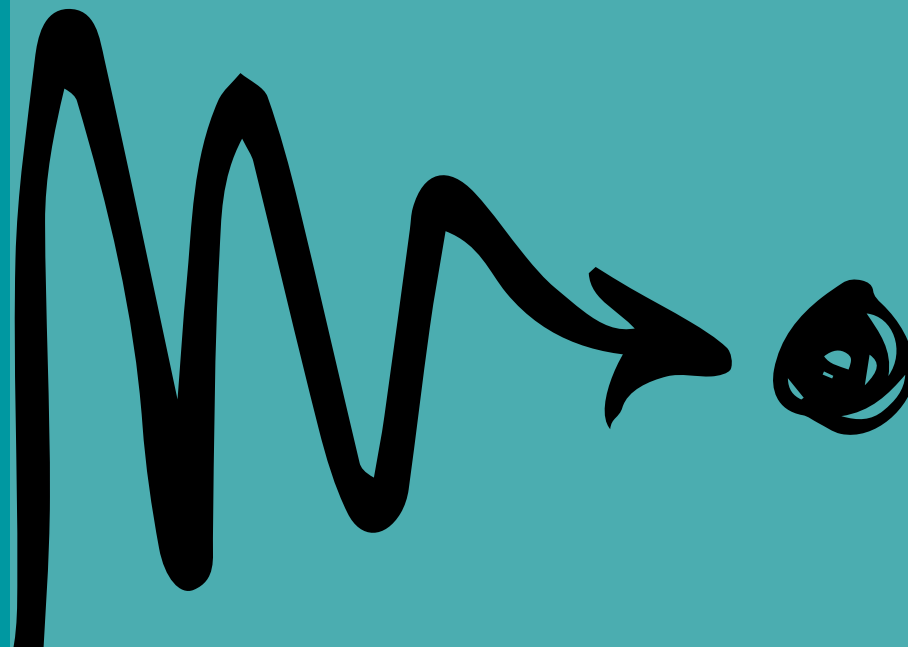
**The GUDP Annual survey (2017) questioned:**

1. how closely panel feedback reflected the panel discussion;
2. if the panel report reflected views of individuals or the panel consensus;
3. highlighted variations in reporting techniques and timescales.

The Panel Core Governance Team; comprising of Glasgow City Council Planning, the Glasgow Institute of Architects and the Glasgow Civic Forum, reviewed the survey feedback and the decision was taken to trial a new design review format, whereby the applicant remains in the room for panel discussions. The informal approach to the applicant 'sitting at the table' and presenting; remaining in the room for the panel's to discussion; and to receive feedback and the panel consensus first hand to improve transparency, was positive and supported both by the applicants and the Panel.

Glasgow Urban Design Panel

## Design Review Guidance



The new Design Review process is now formally implemented in all panel meetings. The survey feedback enabled us to refine our approach and to align with the National Planning Frameworks intention to create a collegiate and transparent planning process. We are continually taking steps to review and improve how the panel consensus is communicated on the day and the associated reporting method.



## New Design Review Guidance

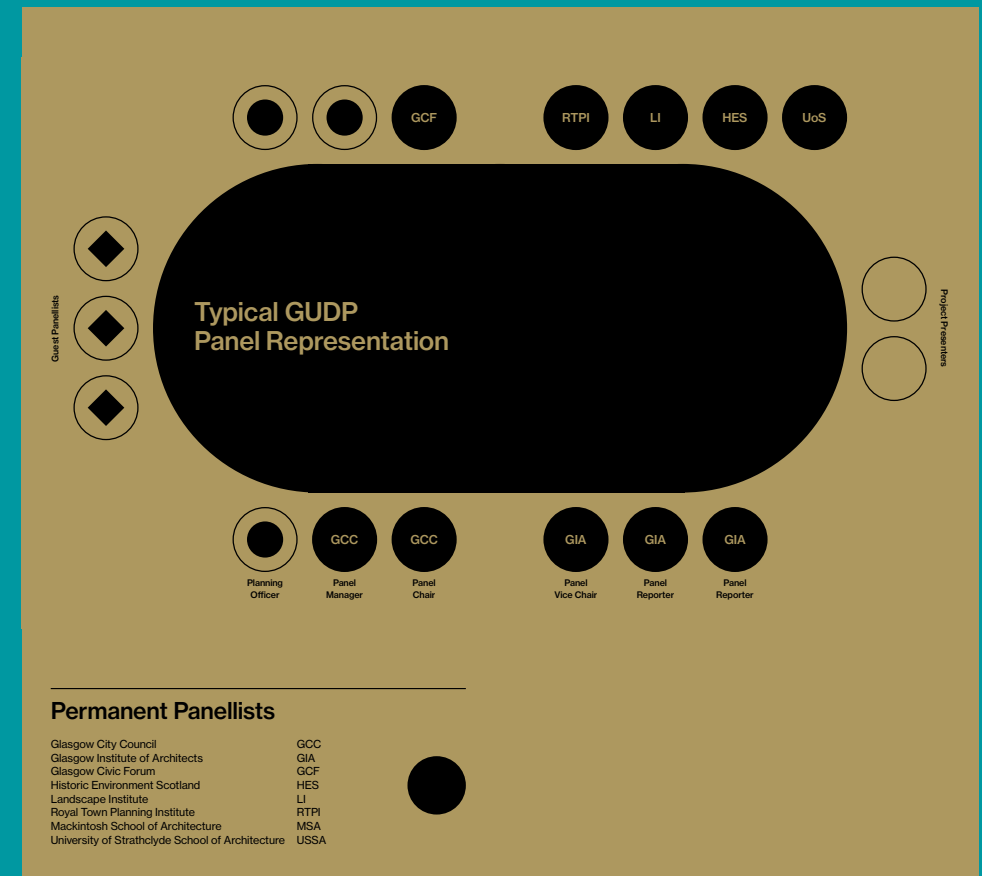
The new guidance is a collaboration between GCC, GIA and GCF, sanctioned and reviewed by the permanent panel members. The guidance communicates the panels' role and remit, the requirements for presenting to the panel, the panel governance, and the newly scribed code of conduct. The guidance gives presenters clarity of the panel as a planning tool, and establishes an induction document for new panel members and guest panellists, to ensure the integrity of the panel. The creation of guidance, outlining the panel responsibilities, through documenting methods and processes adopted within the Design Review, will give greater understanding of key operational requirements, transferrable to either new or established Panels.

The new Guidance and Design Review Process, together with the aspiration to utilise the panel as a platform for neighbourhood collaboration aligning projects, programs and stakeholders, has created a more effective and fit for purpose process.

## Design Reviews 'A platform for Collaboration'

The panel has a key role in contributing to the quality of design of the built environment within our city and furthermore to input and influence policy. Most importantly it creates a platform to discuss and review strategic plans for the city. Two panels in particular have enabled knowledge sharing and wider placemaking criteria to be advanced for a neighbourhood.

The first collaborative Design Review tabled a combination of Govan-Partick Bridge (City Deal Funded), the Water Row Masterplan (Housing Investment funded), and a local initiative to redevelop Govan Old Parish Church (Privately funded). All the projects are adjacent to the location of the former Harland and Wolff Shipbuilding Yard fronting onto the River. The second collaborative Design Review, discussed the river SDF and an extension to the Scottish Exhibition Centre.



**"It was obviously no accident that both the items on the panel agenda were so symbiotic. Yet many of the questions raised by the first could by intelligent use of resources be answered by the second. Indeed good or bad it is impossible that the decisions made on the SEC will not influence the nature of change on the river for decades to come."**

- Prof Gordon Murray, **Ryder** - Guest Panel Member.

## Heritage Estate Working Group

The Heritage Estate Working Group was set up by the Planning Service's conservation team in 2014 to monitor and progress positive outcomes for Council-owned Buildings at Risk.

The Heritage Estate Working Group is a cross-service Group which is chaired by the Planning Service. The Group reports to the Property and Land Service of DRS and is part of the structure of that Service. The Group's remit is to assist P+LS to establish the status and improve the condition of the Council Family's entire Heritage Estate and assist in finding sustainable (re)uses for vacant and surplus Heritage assets.

The Group has worked with stakeholders and partners to highlight projects being brought forward for vulnerable heritage assets. In addition, the Group has piloted an innovative approach to dealing with portfolios of vacant and 'at risk' properties (such as the Parish Schools) to produce a robust and thorough investigation of options for their re-use.

The aims and purpose of the Group has evolved since to encompass the entire Heritage Estate of the Council and now the Group's attendance includes relevant Council services with large heritage portfolios such as Glasgow Life (the ALEO who operate museums, libraries and leisure facilities within the City). The Group now works to establish the status and improve the condition of the Council Family's entire Heritage Estate and assist in finding sustainable (re)uses for vacant and surplus Heritage Assets. Membership of the group is usually represented by the following GCC Services and ALEOs: the Planning Service conservation team, GCC Corporate Landlord team, City Property Glasgow, Neighbourhoods and Sustainability (Parks), DRS Housing and Regeneration and Glasgow Life.

The Planning Service conservation team chairs the Group and drives the agenda of meetings; held every two months. The Group aims to investigate the status and condition of the Council's Heritage assets and encourage opportunities for the Heritage Estate to be maintained, repaired and reused. The Group reports up to the Council's Property and Land Services.



The Group reports upon, identifies and advises upon possible funding sources and restoration partners to enhance the viability of heritage restoration projects. It reports upon large heritage-led funding bids being considered and progressed by the Council Family or those projects involving Council-owned assets; also on bids submitted by GCC Family to Heritage Lottery Fund and Scottish Government's Regeneration Capital Grant Fund (RCGF). For example, a presentation was made to inform the Group and wider Council colleagues of the project being developed by a local community Trust to reuse Springburn Winter Gardens. The presentation from the Trust's Project Manager included proposed uses, initial design sketches, operating model and fundraising strategy. The Group provided feedback and suggestions to the Trust and will continue to monitor the project and provide a link between Council officers and the Trust's project team.

In addition, the Group continues to assist with marketing briefs for disposal of surplus heritage assets which has resulted in an improved service for this function, with a strong link between the Planning Service and the Council's marketing agent, City Property.

In addition, a long-running project which focusses upon the reuse and conversion of former Parish Schools/ School Board Schools which are currently vacant and surplus is being taken forward in partnership between the Council's Property and Land Services and the Planning Service's conservation team. The project has resulted in interest from local housing associations for two sites and a possible return to educational use for another of the eight schools involved. Two more have been successfully disposed of for residential use, one of which is on site being redeveloped at present.

Most recently the Group has presided over the preparation of the Council's first Heritage Assets Plan, one strand of the Council's new Property and Land Strategy. The actions and delivery of the Plan are likely to form the Group's main focus in future.



## Culture of Continuous Improvement

### Benchmarking

Joint working and benchmarking to share good practice between local authorities takes place on a regular basis. Glasgow City Council planning service plays an active role in various other inter-authority groups, including Heads of Planning Scotland (HOPS) subgroups, which are invaluable in sharing of good practice, suggestions and results of research between planning authorities. These subgroups include the Development Plans, Development Management and Performance and Practice subgroups. *(Performance Marker 12, 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 12, 13)*

The planning service has responded to, and been involved in discussions at a national, regional and local level on 'Places, people and planning: A consultation on the future of the Scottish planning system.'

Following the launch of **[www.edevelopment.scot](http://www.edevelopment.scot)**, the Scottish Government have stressed the importance of continued input from all partners regarding the ePlanning project, the single log-in point for submitting a planning application.

The City's planning service continues to communicate their experiences and make constructive improvement suggestions. Engagement in this programme will continue throughout 2019-20, as it will deliver technology the planning service requires to further streamline planning processes, including mobile working. We are also keen to see how it aligns to other major system and process developments in Glasgow, such as mobile working and 3D technology. *(Performance Marker 13)*



Representatives from the planning service are also engaged in the Digital Planning Working Group, a partnership between Heads of Planning Scotland and the Scottish Government. *(Performance Marker 10, 13)*

A visit by Aberdeen City planning service to Glasgow earlier in the year was followed by a visit in October 2018 by planning officers from Glasgow to meet colleagues in Aberdeen. As well as visits to the new harbour and the Council's new offices in Marischal College, we also discussed some of the projects mentioned in case studies in Aberdeen City's previous PPF report. Information was shared on DM practice, webcasting of committees, digital infrastructure and residential developments, among others. These visits were followed up by critiques of each other's PPF Reports from that year, with suggestions for improvements for future reports. We hope to continue links with Aberdeen and encourage further visits to follow

up some of the projects which were discussed. We also hope to make a similar link with Dundee, our current group partner for PPF Peer review.

A further stakeholder event was held in March 2019. This year the format of the event departed from previous stakeholder events, when they focused on agents/developers. This year the focus was on engagement with the Community Councils, which delivered on a service improvement commitment, given in Service Improvements for 2018-19, in last year's Planning Performance Framework. See **Case Study - Community Council Stakeholder Event**. *(Performance Marker 6, 12)*

It is intended to hold stakeholder events annually, as they provide useful feedback for recently introduced service changes and also points of action for future improvements. *(Performance Marker 10)*

## Service Improvement

**Service Improvements** as set out in the PPF have been used as one of the tools for measuring continuous improvement and this ongoing list is added to, monitored and implemented during the year. *(Performance Marker 6)*

Last year, as part of our ongoing review of development management practice, a new formal Pre-application Module was introduced to provide more consistent and efficient advice at pre-application level. The introduction of this module ensures that developers are aware of the policy requirements and have clear expectations about the level of information required for submission of applications. *(Performance Marker 3)*

This theme is also carried through as Glasgow's planning service also facilitates the Glasgow Urban Design Panel (GUDP), which discusses best practice on an arrangement of design based topics. Pre-application presentations to Planning Applications Committee members are also encouraged for complex or significant applications. *(Performance Marker 3 and 15)*

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 six months of being sent to developers. A list of legacy cases is produced each month for the monthly performance meetings, which managers use for discussions with their staff regarding the current status of applications. *(Performance Marker 1, 4 and 14)*

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 1 and 6)*

It is the intention this year to further enhance discussion and engagement, between Development Management managers, by introducing weekly meetings to discuss matters relating to applications being brought before committee, current performance, work pressures and priorities. This has been captured in our **Service Improvements for 2019 -20**. *(Performance Marker 1, 6)*

## Staff Development

Staff development plays an important part in the planning services' drive for continuous development and improvement. The introduction of organised monthly lunchtime feedback sessions available to all planning staff a couple of years ago, continues to be a valuable forum to give individuals the opportunity to share their experience from attending internal or external training courses, workshops, benchmarking and other events with their planning colleagues.

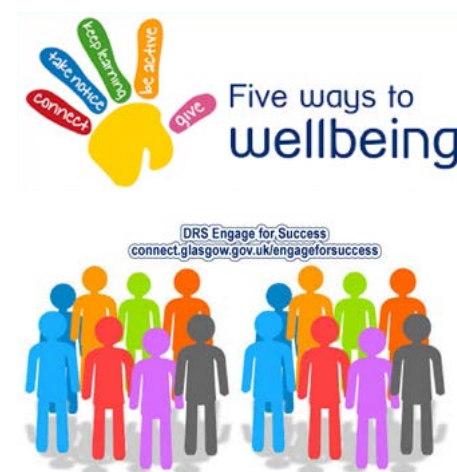
All staff will receive an email, a week in advance, to notify them of an up-coming session to ensure the best possible attendance. *(Performance Marker 6)*

**In-house training, feedback, presentation and discussion forums have been held every month for staff on a variety of topics throughout 2018- 2019 and have included:**

- Development Economics in the Scottish Planning System, provided by Planning Skills Improvement.
- Public Interest Led Development - a proactive approach to delivery, from a Scottish Land Commission Event.
- Urban Planning from night to day – Glasgow's involvement in the LUCI Association.
- Scottish Transport Applications and Research (STAR) Conference 2018.
- London's future of mobility grand challenge workshop.
- EcoCoLife' Conference in Stirling, looking at the projects to improve connectivity and ecological coherence.

A GUDP Training Session took place on the 22nd of November 2018. The session was a presentation on the Placemaking Guidance (SG1) adopted on the 29th October 2018.

Teams in the planning service have regular team meetings and use site visits and tours to review recent built development in the City.





There is a Training Calendar for planning staff to capture training opportunities, courses, workshops and other events as they become aware of these opportunities.

This calendar is visible to all planning staff and if they see an entry that would support their individual development, including actions from Performance Coaching and Review (PCR) or provide Continuous Professional Development (CPD) required for their professional institutions, they can seek approval to attend. *(Performance Marker 12)*

For the period of this PPF a total of 67, training and development opportunities, were made available to the planning staff. Training and development for staff is captured in a Service Improvement for 2019 - 20.

Performance Coaching and Review (PCR) is a development tool adopted by Glasgow City Council to maximise employee performance. PCR is a performance management system that supports the delivery of the Council objectives along with team and individual goals. It also provides a method of managing behaviours and outcomes, fostering effective working relationships and continuous improvement.

Planning staff have the opportunity to take part in discussions every six months with their line managers to discuss areas such as; performance, quality and continuous improvement, customer care/service, teamwork, communication, managing change, time management, leadership and people management. *(Performance Marker 6)*

Glasgow's case management system (UNIFORM) and Document Management System (DMS), continue to align with departmental priorities. All planning staff are continuing to benefit from the roll out of new devices which will allow the development of further agile working, allowing officers to be more efficient and effective in the assessment of their applications. *(Performance Marker 1 and 6)*

Planning continues to be represented in the Service Organisational Development Board which aims to build on the work of 'Engage for Success'; (the Council's employee engagement strategy).

The Board is tasked with developing and refreshing a strategy that aims to develop and support a workforce that is skilled, engaged and healthy.



**There are six main headings under the “Engage for Success” Banner:**

- Staff Development
- Communications
- Health and Wellbeing
- Celebrating Success
- Ask the Senior Management Team
- Your Ideas Matter

An Engagement Calendar is produced where events are added to be displayed in coffee and printer hubs. The content of the Calendar to be aligned under a common banner 'Five ways to wellbeing.'

## Graduate Mentoring

The Planning and Building Standards Business Plan 2018-19 identifies our staff as our main resource with officers applying their professional and technical skills to deliver quality outcomes. The Business Plan identifies training and development to support succession planning, developing specialist skills as a service priority action.

The “Invest to Improve” recruitment drive has given the Planning and Building Standards service the opportunity to plan ahead for a more resilient service. The service priority action for resourcing and succession planning includes focusing on identifying and growing talent to fill business critical positions and to meet future skills and capability needs.

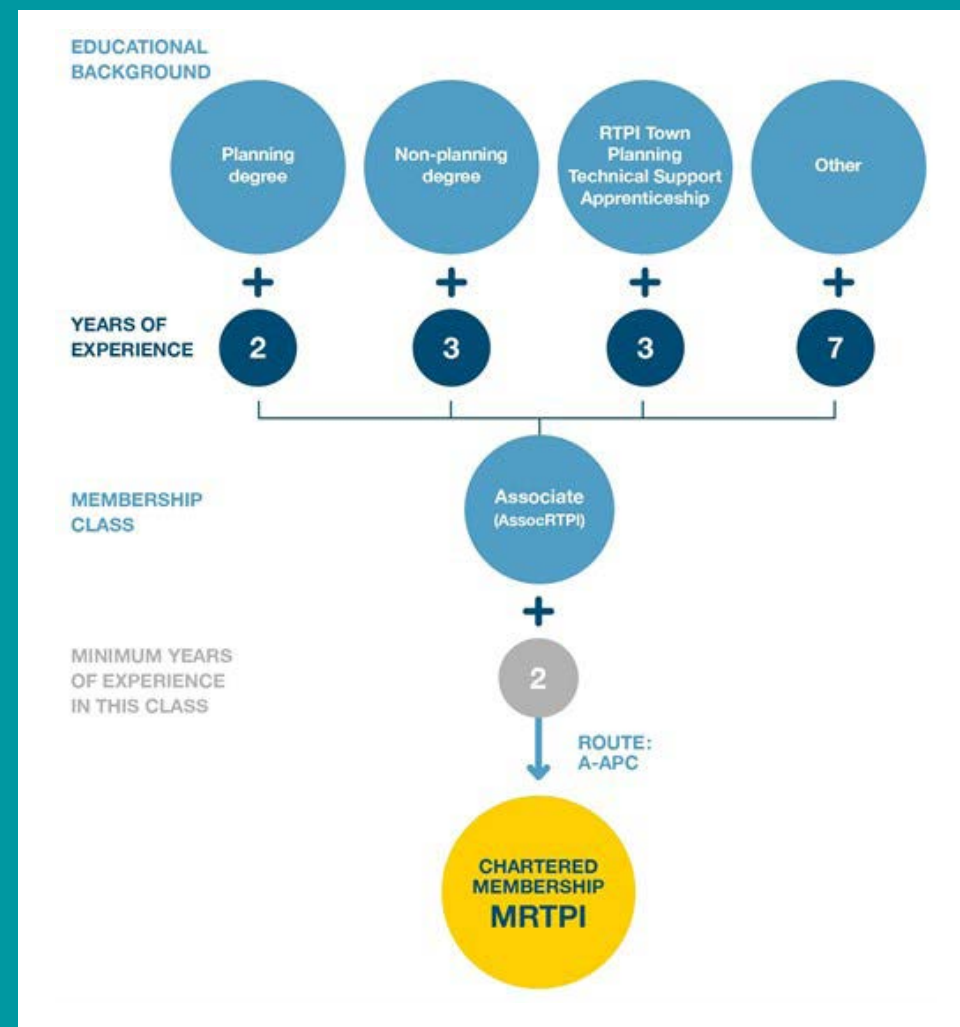
The professional development of our graduate staff and their obtaining Chartered Royal Town Planning Institute (RTPI) membership, or equivalent, is an important part of meeting these service priority actions. It is important to recognise the significant resources that our experienced, specialist and chartered planners and surveyors have to offer the professional development of our graduate staff.

The mentoring of graduates and licentiate members of the RTPI, and equivalent professional bodies, is a crucial part of the professional development of our graduate staff and in the delivery of a resilient Planning and Building Standards service.

In November 2018 a formal mentoring scheme was set up, partnering the ten graduate and licentiate members of the RTPI within the department with experienced chartered planners.

Graduate and licentiate members of the RPTI will be working towards both the Licentiate and Experience Practitioner routes to Chartered Membership of the RTPI, with the qualifications and experience of the individual taken into consideration when pairing mentor and mentee.

Existing mentors within the department offer advice and support to those mentoring for the first time and a mentor co-ordinator is tasked with ensuring that mentors and licentiates have the support they need and reporting back progress of the graduates and on the performance of the scheme to senior management.





## Glasgow Planning Charter

The objective of the Glasgow Planning Charter is to encourage effective public engagement in the Planning System. It is considered that a fundamental aim of the new Planning Bill is to promote better community engagement in planning matters, giving local communities the opportunity of being involved in matters which will shape their areas.

At the heart of the drive to improve engagement is the need to “front load” how communities can influence and inform emerging planning strategies, developments and Plans.

The Charter is a key element which has been produced in response to the move towards enhanced and earlier engagement. It sets out how the Council will adopt a “front loaded” engagement approach to ensure the ambitions and aims of communities are recognised and used to inform the planning process in Glasgow.

It is recognised that the engagement of members of the public provides accountability and robustness to Planning and it is acknowledged that the involvement of communities in key stages of the Planning system will lead to more sustainable and successful outcomes.

The Charter explains the roles of the various stakeholders in the Planning process and highlights the interaction between communities, in particular, community councils, and the City Council as Planning Authority. It outlines the three key parts of the Planning system (Development Plans, Development Management and Planning Enforcement) and outlines what commitments the Council are making, through engagement of these parts of the Planning process.

The Planning Charter sits alongside the Planning Enforcement Charter and the Building Standards and Public Safety Customer Charter providing a comprehensive response to public engagement across all of the Planning and Building Standards service.

## GLASGOW PLANNING CHARTER



This is the first Planning Charter the Council has produced and was approved by the City Council in March 2019. The Charter has been publicised through a stakeholder event held in April 2019 with representatives of some of the community councils in Glasgow which was then followed up with a presentation to the Glasgow Community Council Forum in June 2019.

Further community and stakeholder events are planned for later this year and feedback from these events will be used when reviewing the Charter. It is planned to review the Charter every 2 years in line with the review of the Enforcement Charter. As part of the consultation with the community councils the method of consultation has been discussed and preferences will be used in future consultation exercises. The Charter is available on the Councils website.

It is considered that the Charter will be proactive in encouraging and facilitating public engagement reflecting the emphasis being given to enhanced engagement locally and nationally.

However, it is also intentionally proportionate to the scale of resources available within the Planning service and has deliberately sought to set commitments which are ambitious but also achievable. This approach reflects that the Charter should not reduce credibility or trust in the Planning service by setting unrealistic targets or actions that cannot be achieved.

# Community Council Stakeholder Event

Engagement with local communities is a key part of the Scottish Planning system. As part of a focus to strengthen the relationship between Glasgow City Council Planning and the local communities, on 29th March 2019, the Planning Service held a 'key stakeholder' event for the Community Councils. The aim of this occasion was to launch the new Planning Charter (see Case Study - [Glasgow Planning Charter](#)) and update the Community Councils on the role of different teams within the Planning Service through a series of presentations and to promote the Planning Performance Framework.

Following the presentations a breakout session was held where attendees were invited to discuss their views on three topics:

- How would you like the Planning Department to communicate with you/your Community Council?
- What are your views on Enforcement and Planning Impact Reports?
- How can communities feed their priority issues into the production of the Local Development Plan?

These three topics formed the basis of some valuable discussions, of which comments and conclusions were recorded.

Feedback was then collated under several themes: Communication, Technical Difficulties, Development Plan, Development Management and Planning Enforcement.

The compiled feedback was then used to inform an action plan that was drafted with a view to address the issues raised. Each section detailed issues raised and a response from the Planning Service, which was used as a basis for our Action Points. A traffic light system was used to rate the progress of the action points with a vision to review this quarterly.

A report of the day and action plan was circulated to the Community Councils at the beginning of June 2019 and will be used as a basis for engagement when representatives from the Service attend the Community Council Forum on 22nd June 2019.



Glasgow City Council  
Development and Regeneration Services

COMMUNITY COUNCIL PLANNING STAKEHOLDER EVENT  
FRIDAY 29TH MARCH 2019, 9:00-12:00  
THE LIGHTHOUSE, MITCHELL LANE, GLASGOW

## AGENDA

09:00 - 09:10	Registration/Coffee	
09:10 - 09:20	Welcome & Introduction	Ken Clark
09:20 - 09:35	<u>Glasgow Planning Charter</u>	Ken Clark
09:35 - 09:50	<u>Planning Performance Framework</u>	Fraser Innes
09:50 - 10:05	Inputting into <u>Local Development Plan</u>	Andy Dale
10:05 - 10:20	Consultation with Dev. Management	Sarah Shaw
10:20 - 10:35	Enforcement Planning Impact Reports	Tony Trotter
10:35 - 10:55	Questions	
10:55 - 11:05	Break/Coffee	
11:05 - 11:45	Group Discussion/Reflection	
11:45 - 12:00	Group Feedback	
12:00	CLOSE	





## PART 2

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# SUPPORTING EVIDENCE



# Supporting Evidence

Scottish Planning Policy	Scotland's Third National Planning Framework	Clydeplan	Glasgow City Development Plan	Supplementary Guidance
City Deal	Glasgow City Council Strategic Plan 2017 to 2022	Annual Service Plan and Improvement Report 2017	Design Guide for New Residential Areas	Enforcement Charter
Clyde Gateway	Glasgow Urban Design Panel	Clean Air For Scotland	West of Scotland Archaeology Service	Complaints Procedures
Heads of Planning Scotland	Planning Enforcement Charter	UNECE Housing and Land Committee	LUCI Association	[MaaS] Scotland
NERC	Place Standard	Scottish Property Federation	Glasgow and Clyde Valley Green Network Partnership	



## PART 3

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# SERVICE IMPROVEMENTS



## Service Improvements for 2019-20

Headings	Commitments	Performance Marker
Culture of Continuous Improvement, Quality of Outcomes, Governance.	Continue to develop the skills of staff and embed quality outcomes, by developing an enhanced process for training and development. <i>(Part 1.4: Staff Development)</i>	6
Quality of Service and Engagement, Culture of Continuous Improvement, Quality of Outcomes, Governance.	Develop European Framework Quality Management (EFQM) Excellence Model across the service, which will ultimately produce outcomes and developments relevant to benefiting our customer experience and have a bearing how we enhance the service generally.	6, 10, 12
Quality of Service and Engagement.	Develop a customer engagement and stakeholder satisfaction improvement plan.	6
Culture of Continuous Improvement, Quality of Outcomes	Councillor training for LRC and Planning Applications Committee.	6
Culture of Continuous Improvement, Quality of Outcomes, Governance.	DM Managers meet weekly to discuss matters relating to application being brought before committee, current performance, work pressures and priorities. <i>(Part 1.4: Service Improvement)</i>	1, 6
Quality of Service and Engagement, Culture of Continuous Improvement, Quality of Outcomes.	Review the consultation process with Scotia Gas Networks (SGN), for gas network constraints.	6
Quality of Service and Engagement, Culture of Continuous Improvement, Governance	Putting Stopping Up Orders on to our database (UNIFORM), to improve process and for better visibility.	6
Culture of Continuous Improvement, Governance	Develop a "Dashboard" with Service Development colleagues to enhance performance management. This will also improve visibility in relation to the service priorities.	1, 6
Quality of Service and Engagement, Culture of Continuous Improvement.	The introduction of mobile working, with the support of our Service Development colleagues.	6
Culture of Continuous Improvement, Quality of Outcomes, Governance	Introduce a pilot project for the peer review of selected planning applications	1, 6



## Delivery of Service Improvement Actions in 2018-2019

Headings	Commitments	Actions and Evidence	Performance Marker	Completed
<b>Quality of Service and Quality Outcomes</b>	Make the case to Senior politicians and Officials at GCC for investment in resources to deliver Planning and Building Standards services and support the delivery of the new Strategic Plan 2017-22. Integrate and embed new staff within the service ensuring that additional hours are achieved. Continue approach to delivery of performance through collaborative and cross service working.	The Head and Assistant Head of Planning and Building Standards entered into discussion, with the Treasurer of the current administration, for investment in resources to deliver on the new Strategic Plan 2017 -22. This resulted in the Invest to Improve (ITI) programme of recruitment, which has delivered new posts across the planning service, which started in July 2018 and finished in April 2019. The service will report additional appropriate evidence and context to the Council's Workforce Planning Group, with the aim of showing the benefits of additional resource investment for the service.	1, 3, 12.	Completed
<b>Quality Outcomes, Quality of Service and Engagement, Governance and Culture of Continuous Improvement</b>	Review and renew service developments delivered in collaboration with both Service Development and CBS within the corporate delivery structure, recognising that competing corporate priorities have meant that all of the detail of the service improvements planned for 2017-18 have not been achieved within the planned timescale.	The Planning Service now meets regularly with colleagues from Service Development and our administration support (CBS), to discuss the Service Development Roadmap, which captures service improvements within a planned timescale. At the meeting, updates are given on the status of the service improvements and whether timescales need to be adjusted due to competing priorities. The planning service is able to influence the discussion on priorities and add any new service improvements required.	6, 10	Completed

## Delivery of Service Improvement Actions in 2018-2019

Headings	Commitments	Actions and Evidence	Performance Marker	Completed
Quality of Service and Engagement, Culture of Continuous Improvement	Introduce template Conditions tracker for major application and phased developments	This was discussed with our Service Development colleagues at the Development Management Forum. A new solution is now to be explored using “checking in checking out” (CICO). This will continue through 2019 – 20.	2, 6.	Continuing
Culture of Continuous Improvement	Review of template conditions, updating to include new features from the CDP (electric charging and the Statement of Energy (SoE)	The review has not been completed, due to competing priorities, however, work will continue through 2019 – 20.	6	Continuing
Governance	Governance review of the Urban Design Panel, as part of the continuous development of this relationship.	See <b>Glasgow Urban Design Panel (GUDP) Design Review</b> , case study	6, 12, 13.	Completed
Quality of Service and Engagement	Develop Stakeholder event – targeting Community Councils and amenity groups to achieve customer feedback.	See <b>Community Council Stakeholder Event</b> , case study	10, 12	Completed
Quality of Service and Engagement, Governance and Culture of Continuous Improvement	Enforcement performance standards being monitored via UNIFORM Enterprise	Due to competing priorities by Service Development, this work was not be completed by 31 March 2019 and will continue into 2019/20.	6	Continuing



## PART 4

# NATIONAL HEADLINE INDICATORS (NHI)



**Table A: NHI Key outcomes - Development Planning**

The National Headline Indicators (NHI) are a detailed list of work programme information that each planning service needs to collate in-house. They are designed by HOPS to allow for ongoing measurement of performance.

DEVELOPMENT PLANNING	2018 - 2019	2017 - 2018
Local and Strategic Development Planning:		
Age of local/strategic development plan(s) at end of reporting period Requirement: less than 5 years	2 years and 0 months	1 year and 0 months
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	Y	Y
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	N	N
Were development plan scheme engagement/consultation commitments met during the year?	Y	Y

## Development Planning

Work has progressed on the preparation of the new City Development Plan with monitoring on key policy topics progressing in line with national guidance following adoption. Guidance (statutory and non-statutory) is continuing to emerge relating to key CDP topics and to spatial priority areas.

The Development Plan Scheme illustrates that the preparation of a new City Development Plan is progressing and adoption will be achieved within the 5 year statutory requirement. It is recognised that the statutory framework informing the preparation of Local Development Plan is evolving due to the emerging Planning Bill and a commitment has been made to align the CDP preparation, where viable, within the parameters that will emerge from the statutory process.

(Performance marker 8).





**Table A: NHI Key outcomes - Development Planning (cont.)**

Effective Land Supply and Delivery of Outputs	2018-19	2017-18
Established housing land supply	40,236 units (Final 2018 HLA)	39,791 units (Final 2017 HLA)
5-year effective housing land supply programming	20,514 units	17,581 units
5-year effective land supply total capacity	28,834 units	25,903 units
5-year housing supply target	15,900 units	12,487 units
5-year effective housing land supply (to one decimal place)	6.5 years	7.0 years
Housing approvals	6,835 units	6,967 units
Housing completions over the last 5 years	9,493 units	9,087 units
Marketable employment land supply	80.2 ha	86.6 ha
Employment land take-up during reporting year	4.8 ha	1.6 ha

## Effective Land Supply and Delivery of Outputs

The Housing Supply Target is taken from the approved 2017 Strategic Development Plan, but has been adjusted to take account of historic completions. For the period 2012-2024, the original target was 29,970 houses. Completions in the period 2012-2018 were 10,890, resulting in a revised Housing Supply Target for the period 2018-2024 of 19,080 houses. The 5-year Housing Supply Target is therefore calculated at 15,900 houses.

The 5-year Housing Land Supply, which is audited annually, increased from 17,581 houses in 2017/18 to 20,514 houses in 2018/19. The private and affordable sectors are both showing increases, reflecting some recovery in the private sector and the increase in funding for the affordable sector.

Comparison of the 5-year Effective Land Supply with the 5-year Housing Supply Target produces an Effective Land Supply of 6.4 years, significantly in excess of the 5-year supply required by Scottish Planning Policy.

The amount of marketable employment land reduced by 7%, from 86.6 ha in 2017/18 to 80.2 ha in 2018/19. This was mainly due to around 4.8 ha being taken-up for employment uses, compared to only 1.6 ha the previous year. The remaining 1.6 ha reduction in the marketable employment land supply was as a result of land being developed or re-allocated for other uses. Total take-up for employment use in 2018/19 was 6.3 ha, including 1.5 ha on land not in the marketable supply. *(Performance Marker 7, 8)*



**Table B: NHI Key outcomes – Development Management**

Development Management	2018 - 2019	2017 - 2018
<b>Project Planning</b>		
Percentage and number of applications subject to pre-application advice	24.2%* 567	38.2% 987
Percentage and number of major applications subject to processing agreement	8.3% 3	6.0% 3
<b>Decision Making</b>		
Application approval rate	88.0%	88.2%
Delegation rate	98.5%	98.3%
Validation	58.3%	56.8%
<b>Decision-making Timescales</b>		
Major Developments	22.0 weeks	22.7 weeks
Local developments (non-householder)	11.3 weeks	11.8 weeks
Householder developments	6.8 weeks	7.6 weeks
<b>Legacy Cases</b>		
Number cleared during reporting period	62**	93
Number remaining	51**	55

\* This reduction reflects changes in reporting practice where we now take the number of pre-application determined in the period as a percentage of the total number of applications determined.

\*\* This figure discounts applications with a processing agreement

## Development Management

### Project Planning

The number of Major applications determined where a project plan was entered into remained the same as last years' figure of three applications; under 8% of such applications. However Glasgow City Council has continues to offer formal **Pre-application Discussions** procedure for which there is no charge where we undertake to provide a speedy formal response as to the Policy and procedural issues as presented by the proposed developments. Given that sixteen formal pre-application discussions relating to Major applications have been concluded during 2018-19, this may well explain the level of take-up of the formal **processing agreements**, this despite the Council's active promotion of such agreements. *(Performance Marker 2)*

### Decision Making and Timescales

Delegation rate has seen a slight increase from last years' figure 98.3% to 98.5%, which is the second highest reported in Scotland. The number of applications valid at receipt has increased from 56.8% to 58.6%, which possibly reflects more complete applications being submitted via the Government's ePlanning portal, and improved guidance on our website. A full analysis of average weeks to determine can be found in **Part 5: Official Statistics**.

A continued reduction in the average weeks to determine the three categories is highlighted in Performance Marker 1 of the Performance Marker Checklist is welcomed:

- Major Developments to 22.0 week from 22.7
- Local developments (non-householder) to 11.3 weeks from 11.8
- Householder developments to 6.8 weeks from 7.6

This can in part be attributed to the increase staffing obtained through the Council's 'Invest for Success' programme. *(Performance Marker 1)*

### Legacy Cases

Legacy cases have again been monitored during the year by line managers, who are proactively seeking to have applications withdrawn or refused if legal agreements are not concluded within six months of being sent to developers. A list of legacy cases is produced each month, on which line managers' regularly report on their progress in facilitating the reduction of such cases. This process has demonstrated improved performance in that the number of legacy cases reported at the end of 2018-19 has reduced from 55 cases in the previous year to 51 cases at the year end. The monthly reporting of such cases facilitates such improvement.

*(Performance Marker 14)*

## Table C: Enforcement Activity Planning Enforcement

The **Planning Enforcement Charter 2018** was revised, agreed by Committee and published within the required timescale set by legislation, which states that an updated Charter should be provided to stakeholders every two years.

This was the second Planning Enforcement Charter to state that performance would be monitored in relation to published Standards (a recommendation following on from the internal audit carried out of the Planning Enforcement Team's procedures). Consequently, progress has continued to be reported on a quarterly basis to senior management and at departmental performance monitoring meetings.

The Charter is even more customer focused than its previous iteration, effectively cutting the target of providing a full assessment of the impact of the alleged breach from 4 months to two months, by providing a formal decision called a Planning Impact Report, which determines the way forward in progressing the case and gives the public assurance at an earlier stage that the concern has been formally addressed within a reasonable timescale. Consideration of performance in relation to all Standards will be crucial to the content of the future Charter when it is revised early in 2020.

	2018 - 2019	2017 - 2018
Time since Enforcement Charter Requirement: review every 2 years published / reviewed	12 months	0 months
Complaints lodged and investigated	707	504
Breaches identified – no further action taken	66*	187
Cases closed	419	555
Notices served	47	42
Direct Action	1	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

Table C shows that the number of cases lodged and investigated increased from 504 in 2017 – 2018, to 707 in 2018/19, an increase of approximately 40%. This is most likely to be a consequence of the rising number of cases relating to Short Stay Accommodation (Short Term Lets) – as described by Supplementary Guidance SG10 "Meeting Housing Needs" of City Development Plan.

The number of cases identified, where no further action is taken, is now measured by the number of Planning Impact Reports (PIRs) issued as Category C; i.e., "Minor technical breaches of planning control". This relates to the fact that some development may technically require consent but has a limited or "neutral" impact; in such cases it may be considered not expedient to pursue these cases. For 2018/19, 66 cases were closed as Category C, which constituted 14.6% of all cases closed for that same period

(\*As cases are now recorded by PIR Category, the figure for the previous year is not comparable to the figure provided as it does not just relate strictly to CAT C outcomes).

Notices served increased from the previous year from 42 to 47, a 12% increase. Direct Action was only taken in one case over the last financial year (details of which are provided in the PPF case study for Planning Enforcement), although due to the success of this particular case and of the possibility of land charges being provided through the provisions of the finalised Planning Bill, the Planning Enforcement Team has recently created a Direct Action Register of cases where formal Notices have been left as a blight on the land and/or property, and direct action is noted as being technically possible. These cases may be reviewed/risk assessed for direct action at any time in the future depending upon resources becoming available.

Resources for 1.5 full time equivalent officers were provided for the Planning Enforcement Team, which has resulted in the commencement of the part-time officer in March 2019 and the full-time officer in May 2019. As stated, numbers of overall cases received have increased significantly over the last year (40%); therefore, now that the new staff have assimilated to their respective roles, this should help the team cope with this.



Over the last year the number of cases closed has reduced from 555 to 419. This may be due in the previous financial year to the need for greater prioritisation of cases with the team working in a “leaner” fashion to compensate for the drop in resource which was the consequence of an experienced officer retiring in August 2017. As stated the recent increased staff resource should help assist primarily with rising case numbers, although the “leaner approach” requires to be continued as there are strong indications that case numbers in relation to Short Stay Accommodation in particular are ever-increasing. It also seems likely that there may be additional demands on the Planning Enforcement service as a consequence of the Planning Enforcement provisions of the finalised Planning Bill.

Numbers of reports to the Procurator Fiscal (PF) and correspondingly, prosecutions taken up, are always perennially low because of the fact that the PF decides which cases should be taken up, and court-time (to deal with the full panoply of potential prosecutions) being notoriously scarce. The preferred option in many cases is therefore for officers to serve a Fixed Penalty Notice and leave the effective Notice(s) as a blight on the land/property.

Elected Members queries (MLUs) result in a very significant element of the work of the Planning Enforcement Team. As well as dealing with the highest number of MLU queries within Planning and Building Standards - in terms of responding to correspondence within the appropriate timescales - MLU queries often result in the need for new enforcement cases to be logged. Of the total number of cases received in 2018/19, MLU complaints resulted in 158 fresh planning enforcement investigations being logged. This is a very significant element of the workload, accounting for approximately 23% of the Planning Enforcement Team's overall caseload received in 2018/19.

**Services Standards are described and a summary of quarterly performance is as follows:**

- **Service Standard 1**  
requires that complaints are acknowledged within 10 working days of receipt of the complaint:
- **Service Standard 2**  
requires that a preliminary site investigation is undertaken within 25 working days from the date of acknowledgement:
- **Service Standard 3**  
requires same day or next day visit in “high priority cases”:
- **Service Standard 4**  
requires the complainant to be provided with a Planning Impact Report (stating one of five possible categories of action A-E) within 2 months of the date of acknowledgement of the complaint, in 80% of all cases received.

<b>Financial Quarter</b>	<b>Standard 1 (10 Day Ack)</b>	<b>Standard 2 (25 Day SV)</b>	<b>Standard 3 (High Priority)</b>	<b>Standard 4 (4 Mth)</b>
<b>2016/2017</b>				
1st	91%	98%	N/A	N/A
2nd	96%	100%	100%	N/A
3rd	98.2%	98.1%	100%	81%
4th	86%	95%	100%	78%
Year Average 2016/2017	92.8%	97.8%	100%	79.5%
<b>2017/2018</b>				
1st	92.8%	98%	100%	85.5%
2nd	80.8%	89.2%	100%	79.9%
3rd	47.3%	64.1%	100%	72.2%
4th	82%	81%	100%	78%
Year Average 2017/2018	75.7%	83.1%	100%	78.9%



An aerial photograph of a city, likely Glasgow, showing a dense urban area with numerous residential buildings, green spaces, and a large body of water in the distance. The city is surrounded by rolling hills and mountains under a clear blue sky.

## PART 5

# OFFICIAL STATISTICS



**Table A: Decision-making timescales (Based on “all applications” timescales)**

Timescales	2018-19	2018-19	2017-18
Overall			
Major developments	36	22.0 weeks	22.7 weeks
Local developments (non-householder)	844		
▪ Local: less than 2 months	59.1%	11.3 weeks	11.8 weeks
▪ Local: more than 2 months	40.9%		
Householder developments	672		
▪ Local: less than 2 months	94.6%	6.8 weeks	7.6 weeks
▪ Local: more than 2 months	5.4%		
Housing Developments			
Major	18	24.7 weeks	22.1 weeks
Local housing developments	167		
▪ Local: less than 2 months	53.3%	13.0 weeks	12.8 weeks
▪ Local: more than 2 months	46.7%		
Business and Industry			
Major	5	19.9 weeks	41.4 weeks
Local business and industry developments	129		
▪ Local: less than 2 months	58.9%	9.8 weeks	12.3 weeks
▪ Local: more than 2 months	41.1%		
EIA Developments	1	45.0 weeks	28.1 weeks
Other Consents:	792	8.9 weeks	9.7 weeks
Planning/legal agreements			
▪ Major: average time	19	27.3 weeks	18.3 weeks
▪ Local: average time	32	26.8 weeks	25.2 weeks

**Table A:**

In general Glasgow City Council continues to be an improving planning authority, as demonstrated in the **following graphs**.

The three categories used in Performance Marker 1 - Decision-making; Major, Local Non-Householder and Householder, all showed improvement in terms of average weeks to determine from last year.

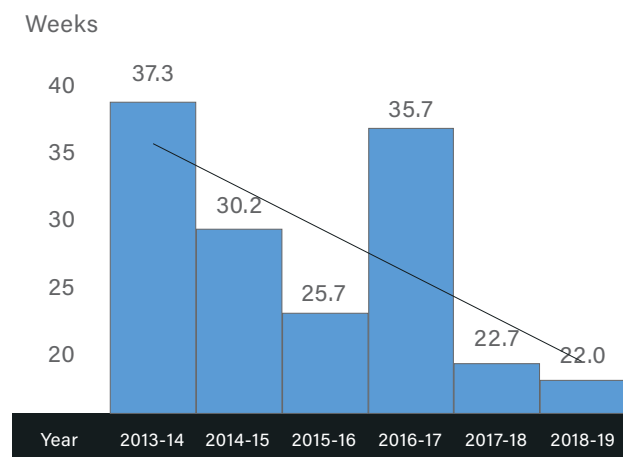
This may in part due to the Council's commitment to invest in staff recruitment in the Planning and Building Standards Service which saw the staff complement rise from 127.7 FTE in April 2018 to 141.4 FTE in March 2019.

In addition our continued commitment to **deliver service improvement actions** is also a factor in providing an improved service to the public.



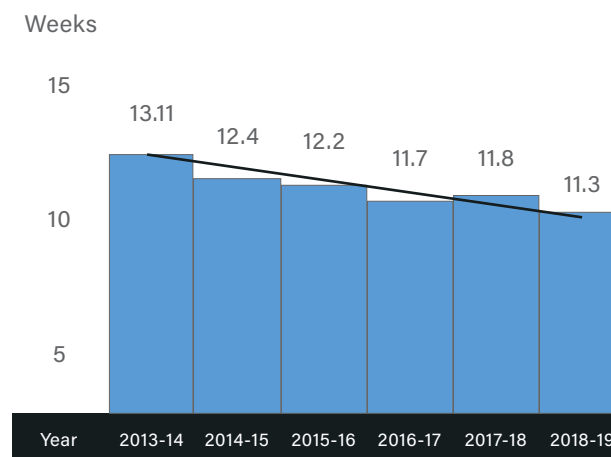


## Major Developments



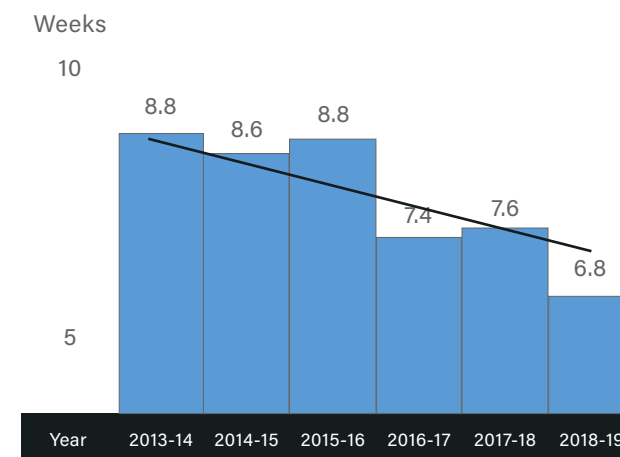
The average weeks to determine Major applications continues to reduce; 22.7 average weeks in 2017-18 to 22.0 average weeks in 2018-19. This figure is significantly below the Scottish average of 32.5 weeks for the determination of Major applications in 2018-19. It is hoped this reflects the Council's "Invest to Improve" initiative where increased staff resourcing has been agreed by the Council to deliver an improved Planning and Building Standards customer service.

## Local Developments (non-householder)



The average weeks to determine Local Non-Householder applications continues to reduce; 11.8 average weeks in 2017-18 to 11.3 average weeks in 2018-19. This figure is above the Scottish average of 10.7 weeks for the determination of Local Non-Householder applications in 2018-19, however, this is the lowest figure reported in the last 5 years, continuing the trend of demonstrating continuous improvement.

## Householder Developments



The average weeks to determine Householder applications reduced from 7.6 average weeks in 2017-18 to 6.8 average weeks in 2018-19. This figure is, for the first time, below the reported annual Scottish average which was 7.2 weeks for the determination of Householder applications in 2018-19 and similar to Local Non-Householder applications is the lowest figure reported in the last 5 years, continuing the trend of demonstrating continuous improvement.

**Table B: Decision-making: Local review and appeals**

Type	Total number of decisions 2018 - 2019	Original decision upheld			
		2018 - 2019		2017 - 2018	
		No.	%	No.	%
Local reviews	32	20	62.5	21	60.0
Appeals to Scottish Ministers	47	21	44.7	19	57.6

The continued improvement in appeals' performance (decisions upheld), over the last couple of years, can be attributed in part to the status of the adopted Glasgow City Development Plan (GCDP), (link to GCDP in Part 1.2) which provides up-to-date policy guidance to planning officers.

PART 6/7

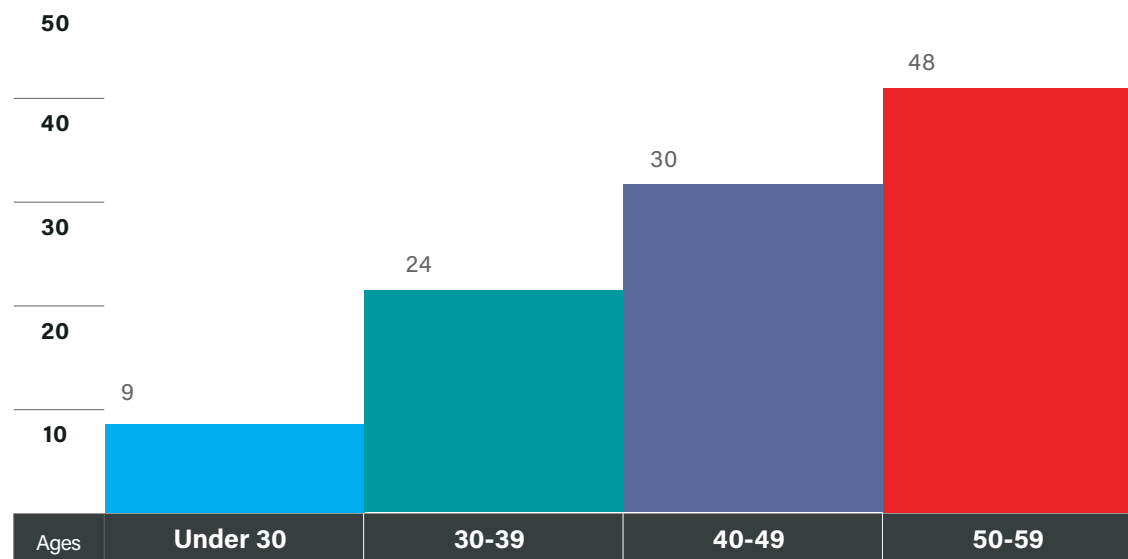
## WORKFORCE AND COMMITTEE INFORMATION





	Tier 1	Tier 2	Tier 3	Tier 4
	Chief Executive	Director	Head of Service	Manager
Head of Planning Service	-	-	1	-

Numbers

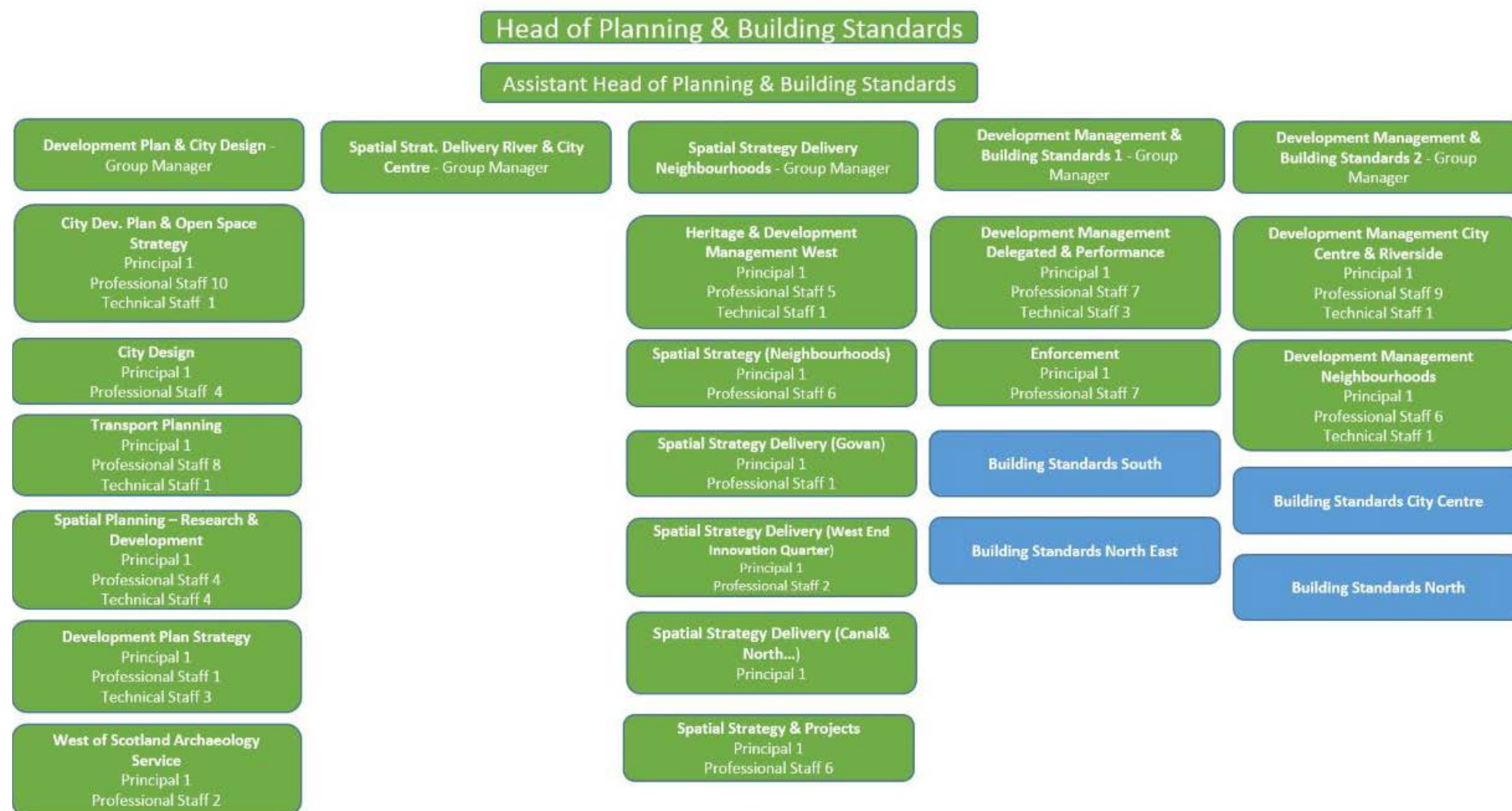


Committee and Site Visits	Number per Year
Full Council meetings	3
Planning committees	17
Area committees (where relevant)	Not Applicable
Committee site visits	1
LRC	19
LRC site visits	1

The numbers of planning professional staff are identified for each team in the **Service Structure**, which shows the planning authority hierarchy. This includes a Principal (Planning Manager), Planning Officers at different grades and Planning Technicians.

Note the **Service Improvements for 2019 - 20** includes, as our first priority, development of staff skills to build resilience and provide better succession planning.

## Service Structure



## APPENDIX 1

# PERFORMANCE MARKERS CHECKLIST





Performance Marker		Evidence
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types.	Introduction, On-line applications, Caseload management, NHI, Official Statistics.
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.	The Design Guide for New Residential Areas, Pre-application discussions, Processing agreements, Case Studies, NHI.
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.	Glasgow City Development Plan (GCDP), The Design Guide for New Residential Areas, Glasgow Urban Design Panel (GUDP), Pre-application discussions, Developer contributions, Case Studies, Customer Engagement and Feedback.
4	Legal Agreements: resolved within 6 months.	Monitoring of Legacy Cases.
5	Enforcement charter updated / re-published.	Enforcement Charter, NHI.
6	Continuous improvement: • show progress/improvement in relation to PPF National Headline Indicators. • progress ambitious and relevant service improvement commitments identified through PPF report.	On-line applications, Staff resources to City Deal, PPF Service Improvements, Development Management Forum, Staff Performance Coaching and Review (PCR), Enforcement activity, Case Studies.
7	LDP (or LP) less than 5 years since adoption.	Glasgow City Development Plan (GCDP), Supplementary Guidance, Case Studies, City Deal, NHI, Case Studies.
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.	Early review of Glasgow City Development Plan (GCDP), Cross sector engagement to prepare MIR, NHI.
9	Elected members engaged early (pre-MIR) in development plan preparation.	Developers presentations to Planning Applications Committee, Pre-Application Discussions.

10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation.	Introduction, Cross sector engagement to prepare MIR, City Development Action Programme, Case Studies, Partnership Working, City Deal, Case Studies.
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.	Introduction, City Development Plan (CDP), Design briefs and masterplans, Developer contributions, Pre-Application Discussions, City Deal.
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).	Partnership Working, Named officer contact, City Development Action Programme, Performance and Management meetings, Community Planning Partnership, Staff Performance Coaching and Review (PCR), Refresh programme of IT equipment, City Deal, Workflow Management.
13	Sharing good practice, skills and knowledge between authorities.	Collaboration with neighbouring planning authorities, HOPS and SOLACE Benchmarking, HOPS Sub-groups, Glasgow Urban Design Panel (GUDP). Scottish Government projects, Lunchtime feedback sessions for staff, Refresh programme of IT equipment, City Deal.
14	<ul style="list-style-type: none"> <li>Stalled sites/legacy cases:</li> <li>conclusion/withdrawal of planning applications more than one year old.</li> </ul>	Monitoring of Legacy Cases, Case Studies, NHI.
15	Developer contributions: clear and proportionate expectations: <ul style="list-style-type: none"> <li>set out in development plan (and/or emerging plan,) and</li> <li>in pre-application discussions.</li> </ul>	The Design Guide for New Residential Areas, Pre-application discussions, Developer contributions.



## APPENDIX 2

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# PERFORMANCE MARKERS REPORT 2017-2018





Performance Marker		RAG rating	Comments
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]		Major Applications Your timescales of 22.7 weeks are faster than the previous year and is faster than the Scottish average of 33.6 weeks. RAG = Green Local (Non-Householder) Applications Your timescales of 11.8 weeks are slower than the previous year and is slower than the Scottish average of 10.7 weeks. RAG = Red Householder Applications Your timescales of 7.6 weeks are slower than the previous year and is slower than the Scottish average of 7.3 weeks. However, this is faster than the statutory timescale. RAG = Green Overall RAG = Amber
2	Processing agreements: <ul style="list-style-type: none"> <li>offer to all prospective applicants for major development planning applications; and</li> <li>availability publicised on website</li> </ul>		You offer processing agreements to prospective applicants of major developments. RAG = Green Processing agreement information is available through your website. RAG = Green Overall RAG = Green
3	Early collaboration with applicants and consultees availability and promotion of pre-application discussions for all prospective applications; and clear and proportionate requests for supporting information		You provide pre-application discussions to all developments and have introduced a formal process for recording pre-application advice. RAG = Green Your case studies indicate clear and proportionate processes for requesting supporting information. New supplementary guidance released this year provides further clarity to developers. RAG = Green Overall RAG = Green
4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)		Your average timescales for determining major and local applications with legal agreements are faster than last year and the Scottish average. Clear processes for monitoring by case officers are included in the report.
5	Enforcement charter updated / re-published within last 2 years		Your enforcement charter was renewed in March, 2018, at the end of the reporting period.
6	Continuous improvement: <ul style="list-style-type: none"> <li>progress/improvement in relation to PPF National Headline Indicators; and</li> <li>progress ambitious and relevant service improvement commitments identified through PPF report</li> </ul>		Your LDP was adopted last year and your enforcement charter was renewed this year. Clear timescales exist for adopting the next LDP. Your major applications timescales have improved, however, your local and householder decision making timescales are slower than last years and a significant number of stalled sites are still awaiting conclusion. RAG = Amber You have completed 7 out of 10 of your improvement commitments with the remaining to be continued over the next reporting year. You identified a range of tangible improvement commitments for the coming year informed by stakeholder feedback. RAG = Green Overall RAG = Amber
7	Local development plan less than 5 years since adoption		Your LDP was 1 year old at the end of the reporting year.

8	Development plan scheme – next LDP: <ul style="list-style-type: none"> <li>on course for adoption within 5 years of current plan(s) adoption; and</li> <li>project planned and expected to be delivered to planned timescale</li> </ul>		Your LDP was adopted last year and you are on track to replace this LDP within the five year cycle. RAG = Green Clear project planning is in place for the adoption and engagement has taken place through the Development Plan Scheme which has carried out early reviews. RAG = Green Overall RAG = Green
9	Elected members engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year		You committed to engage elected members early preparation of the MIR following the early review of the City Development Plan, which is due to be carried out next reporting year.
10	Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year *including industry, agencies and Scottish Government		Engagement with stakeholders and key agencies has taken place according to your report to help inform preparation of your MIR
11	Regular and proportionate policy advice produced on information required to support applications.		With 0.1% of pre-application advice differing to policy recommendations, there is clear evidence of consistency in policy advice. A range of supplementary guidance provides good examples of regular and proportionate policy advice.
12	Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)		Your report provides evidence of the authority having a named officer contact, an upgrade of IT equipment and integrating partnerships across different departments. Clear evidence of protocols for achieving improved customer services processes are given in the report. All of which demonstrate a commitment to improving performance for customer benefit.
13	Sharing good practice, skills and knowledge between authorities		Your report provides case studies of collaborating with neighbouring planning authorities and of benchmarking with HOPS and SOLACE to share good practice. The lunchtime feedback sessions for staff demonstrate a commitment to implement and gather good practice across the organisation.
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old		You have cleared 93 cases during the reporting year, with 55 cases still awaiting conclusion. Based on this and last year's figures, 84 reached legacy status during the reporting year. We note that you are mitigating these issues with programmes such as Stalled Spaces, to bring these sites into temporary use, and you are monitoring these cases.
15	Developer contributions: clear and proportionate expectations set out in development plan (and/or emerging plan); and in pre-application discussions		Developer contributions are set out in Design Guidance and in supplementary guidance IPG12 mentioned in last year's report. RAG = Green Overall RAG = Green Clear protocols exist for pre-application discussions to involve the expectations for developer contributions RAG = Green



## Performance Markers Report

### Performance against Key Markers

Performance Marker		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Decision making timescales						
2	Processing agreements						
3	Early collaboration						
4	Legal agreements						
5	Enforcement charter						
6	Continuous improvement						
7	Local development plan						
8	Development plan scheme						
9	Elected members engaged early (pre-MIR)	N/A	N/A	N/A	N/A	N/A	
10	Stakeholders engaged early (pre-MIR)	N/A	N/A	N/A	N/A	N/A	
11	Regular and proportionate advice to support applications						
12	Corporate working across services						
13	Sharing good practice, skills and knowledge						
14	Stalled sites/legacy cases						
15	Developer contributions						

### Overall Markings

2012-13	5	2	6
2013-14	0	6	7
2014-15	2	2	9
2015-16	2	3	8
2016-17	0	2	11
<b>2017-18</b>	<b>0</b>	<b>3</b>	<b>11</b>

(total numbers for red, amber and green)

### Decision Making Timescales [weeks]

Performance Marker	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2016-17 Scottish Average
Major Development	49.1	37.3	30.2	25.7	35.7	22.7	33.6
Local (Non-Householder) Development	13.8	13.1	12.4	12.2	11.7	11.8	10.7
Householder Development	8.7	8.8	8.6	8.8	7.4	7.6	7.3



