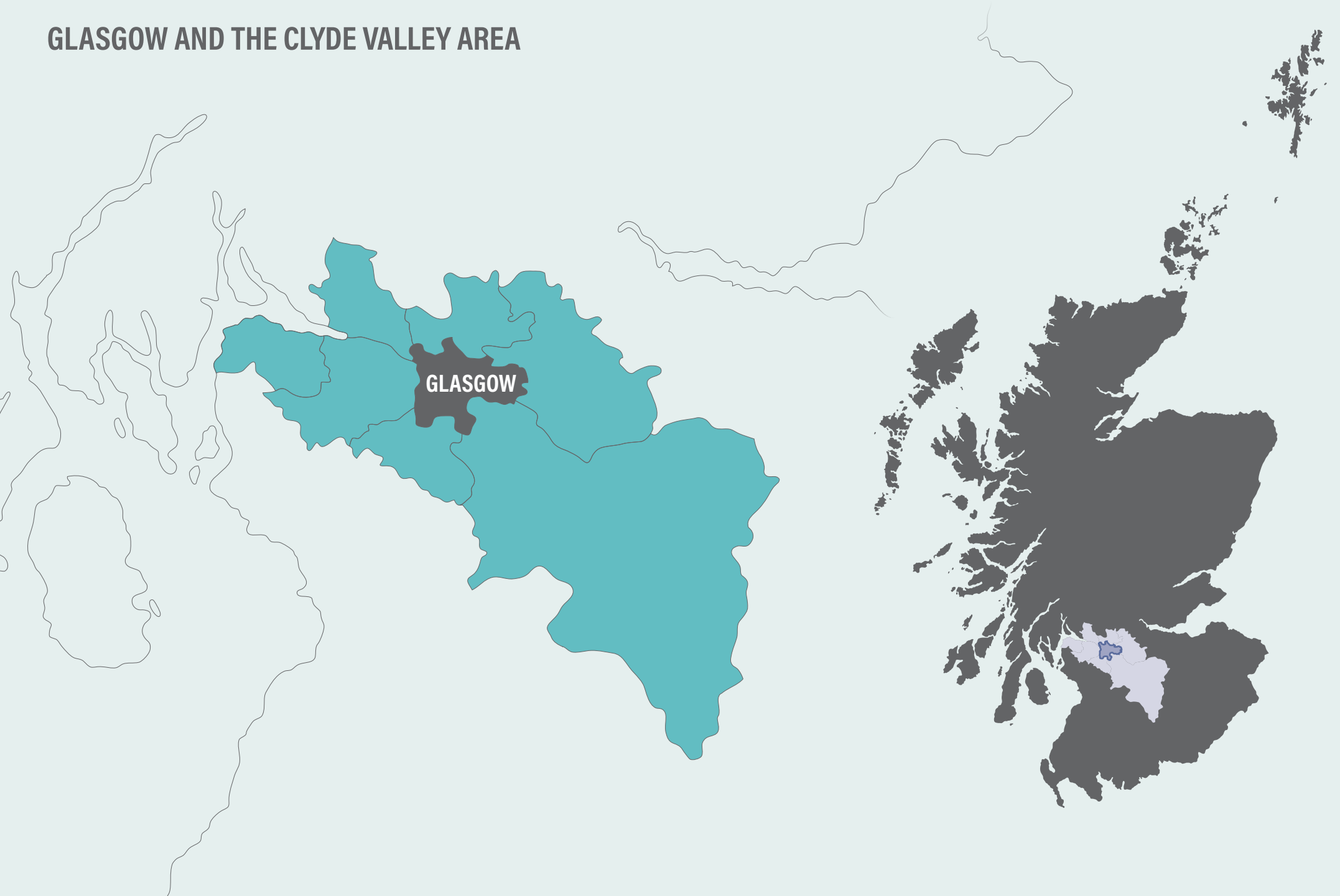


GLASGOW CITY COUNCIL
**PLANNING PERFORMANCE
FRAMEWORK**

ANNUAL REPORT
2017 - 2018



GLASGOW AND THE CLYDE VALLEY AREA



The sixth Planning Performance Framework (PPF) was submitted by Glasgow City Council’s planning service to the Scottish Government in July 2017, covering the period 1st April 2016 to 31st March 2017.

Subsequent feedback was received on 21st December 2017 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, issued on 31st March 2017 and on the evidence provided within Glasgow’s PPF.

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

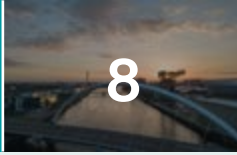
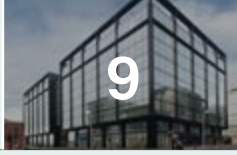

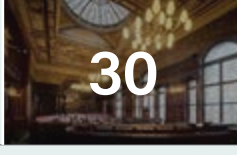
You also offer applicants the opportunity to present proposals to committee in advance of submitting an application.

You have clear processes in place to monitor legacy cases

You have provided some good examples of sharing knowledge with other authorities such as through the West of Scotland Archaeological Service, Benchmarking and HoPS sub committees.

You have identified a good range of improvement commitments to progress during the current year

You offer a streamlined Planning and Roads Construction consent process,

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This Annual Report is the seventh produced by Glasgow City Council under the Planning Performance Framework (PPF). It covers the period from 1st April 2017 until 31st March 2018 and provides a report on the Council's planning performance following the format of *Planning Performance Framework, Annual Report Guidance Notes, Version 7, issued on 6th April 2018.*

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. We also worked collaboratively with Scottish Government Planning and Architecture Division to deliver a *Knowledge Exchange workshop* on 'Meeting Housing Needs in Scotland' on 28th-29th August 2017, which has had beneficial outcomes for all concerned. *(Performance Marker 10)*

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.

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.



Glasgow City Chambers

A new *Council Strategic Plan 2017-2022*, 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)*



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.



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.

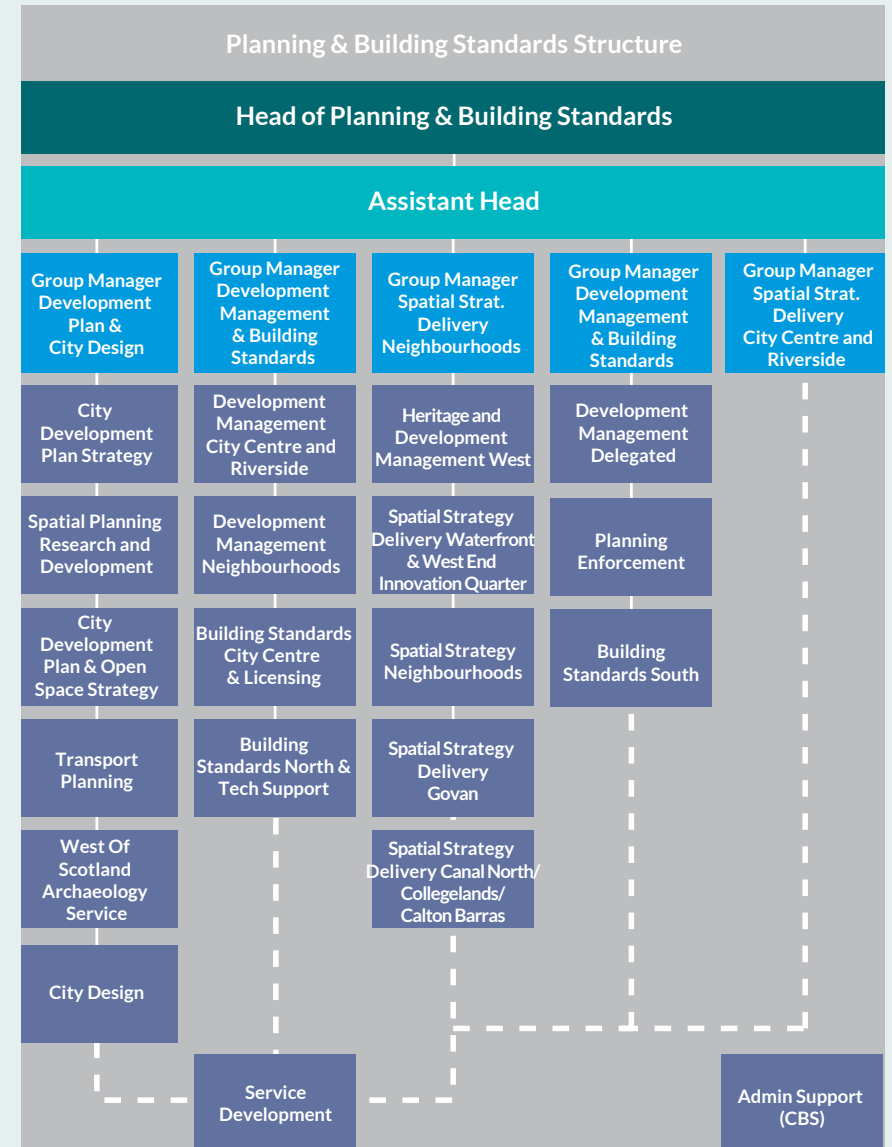
The planning service has continued to respond to and been involved in discussions at a national, regional and local level on "*Places, people and planning*: A consultation on the future of the Scottish planning system". The outcome of the consultation and the subsequent action led by the Scottish Government, will impact more in 2018-2019 and future years rather than in the year covered by this Performance Framework. *(Performance Marker 10)*

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:

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

The planning service in Glasgow 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 period covered by this PPF, saw an 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 2016-17, was assessed by the Scottish Government, who produced a **Performance Markers Report** on 21st December 2017.

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 and 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, 2016-2017, was carried out by East Dunbartonshire in September 2017 and suggestions for strengthening this year's PPF were welcomed. (*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 and can be found in Part 1, under the headings of:

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

Finally, it was highlighted in last year's PPF, that the UK Government awarded a City Deal to the Glasgow Region (Glasgow & 7 other Clyde Valley Councils).

Central to Glasgow and Clyde Valley's City Deal is a £1.13Billion 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

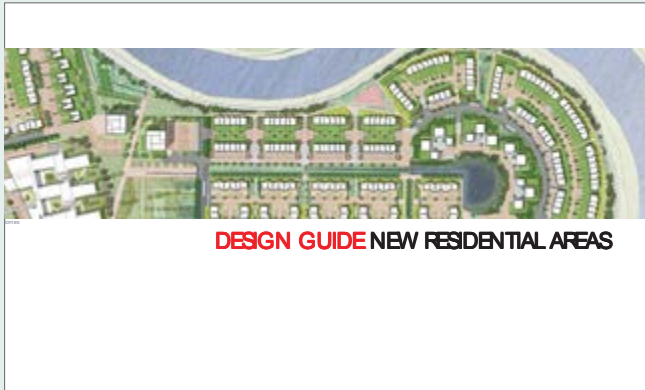
DEFINING AND MEASURING A HIGH QUALITY PLANNING SERVICE



1.1 QUALITY OF OUTCOMES

The new 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)*



Sighthill Masterplan: Keepmoat Homes

GLASGOW URBAN DESIGN PANEL (GUDP)

The Glasgow Urban Design Panel takes place on a six week cycle and is jointly chaired and co-ordinated by the planning service and the Glasgow Institute of Architects, and comprises of panel members drawn from a range of public and local interest bodies, which together comprise network of specialists. A GUDP Design Review provides constructive advice to developers, design teams and planners, as part of the pre-application consultation process, in line with Council policy and guidance. The GUDP process seeks to support built environment professionals in creating the very best design solutions for the city and its people. This is seen as a useful and constructive review process by developers and the planning officers. Proposals presented throughout this year included:

(Performance marker 3)

University of Strathclyde Teaching and Learning Hub

- Redevelopment of the Architecture and Colville Building to form a central hub for teaching and learning and enable the redevelopment of the wider campus area.

Inovo2

- A 9000 m2 new build workspace development led by Scottish Enterprise, the third development as part of a larger complex of Research and Development office buildings.

Collegelands Goods Yard

- Large scale redevelopment of the former college goods yard site into a mixed use build to rent development, including several blocks ranging from seven to twelve storeys in height.

Scotland Street

- Development of the B listed former Howden's Engineering Works to include the re-designation of a disused industrial area for residential development.



21 West George Street

- 160 bed hotel over 5 floors with leisure and ancillary space primarily to first floor and retail at ground and mezzanine level, with activation of the adjacent Anchor Lane.

Custom House

- Mixed Use Hotel and aparthotel development to include incorporating the Grade A listed 1840 Custom House.

Argyle Street

- Demolition of a B listed building and development of a 16 storey grade A office building with retail to the ground floor.

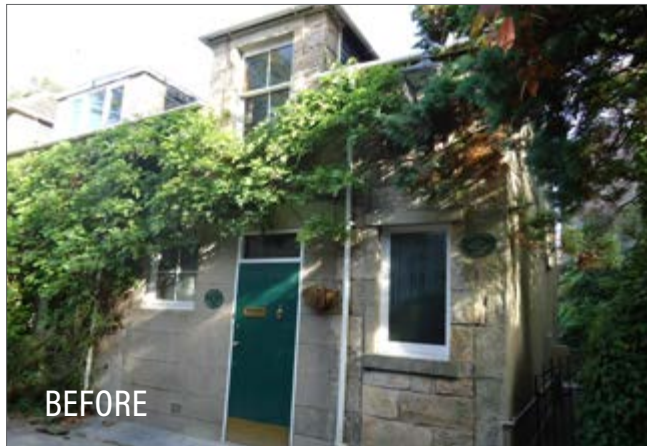
Water Row Masterplan

- Early stage masterplan for a residential development within the historic Water Row area of Govan, with the potential to provide retail and workspaces, as well as a pedestrian connection to the proposed Govan/Partick Bridge.

KIRKLEE TERRACE LANE

Kirklee Terrace Lane lies within the Glasgow West Conservation Area. The street is comprised of multiple residential properties within a terrace; the majority of these buildings are listed, such as the property in question, which is an A Listed Building.

The owners of 11 Kirklee Terrace Lane initially submitted an application in late 2014 for the erection of a single storey extension to the rear of their property, with internal and external alterations. The proposal was approved, with the condition that the stone, slate and windows be constructed to match the existing in terms of design and materials. This proposal was also supported by Historic Scotland after discussion, as the property is an A Listed building.



Problems began in February 2016 when during the process of modification of the property, unauthorised roof works were carried out, without appropriate support to the rest of the structure, causing the majority of the existing property to collapse, and subsequently be demolished. This collapse and demolition was heavily documented in local news almost immediately and this resulted in public outcry against the owners. In the wake of this, the agent entered into discussion with Glasgow City Council, in order to determine how to move forward from this point. Planning and listed building consents were granted to replace the original structure on a 'like for like' basis. (Ref 16/00695/DC and 16/00696/DC).



It was subsequently determined that though the demolition was accidental, it had occurred through unauthorised alterations, which it was accepted were made in good faith in order to provide a safe working environment. As it was now accepted that a breach of planning control had occurred, it was considered expedient to serve both enforcement and listed building enforcement notices, which stated that the property must be reconstructed, in its entirety to match the original, in order to remedy the unauthorised works within 18 months. These were served to ensure that in the event of the planning process not delivering the desired outcome, the building would still be rebuilt as closely as possible to its previous appearance.

The owners of the property launched an appeal against the enforcement notices. The grounds of their appeal were that the appellant did not believe there had been a breach of planning control, and that the time period to comply with the enforcement notice was too short. The response of the Council was that the demolition was unauthorised, therefore a breach of planning control had occurred and that while the appellant has co-operated with the authorities to date, the service of the notices was a safeguard to ensure they reinstate the building in an appropriate manner as the Council outlined, and that the 18 month timescale is appropriate and achievable.

The appellant then submitted the grounds of their appeal stating that they believe the service of the enforcement notices was premature and only prompted by media pressure. On the 29th of September 2016, after a visit by the Directorate of Planning and Enforcement Appeals (DPEA), Reporter in July, the appeals were dismissed and both the enforcement notice and listed building enforcement notices were upheld by DPEA.

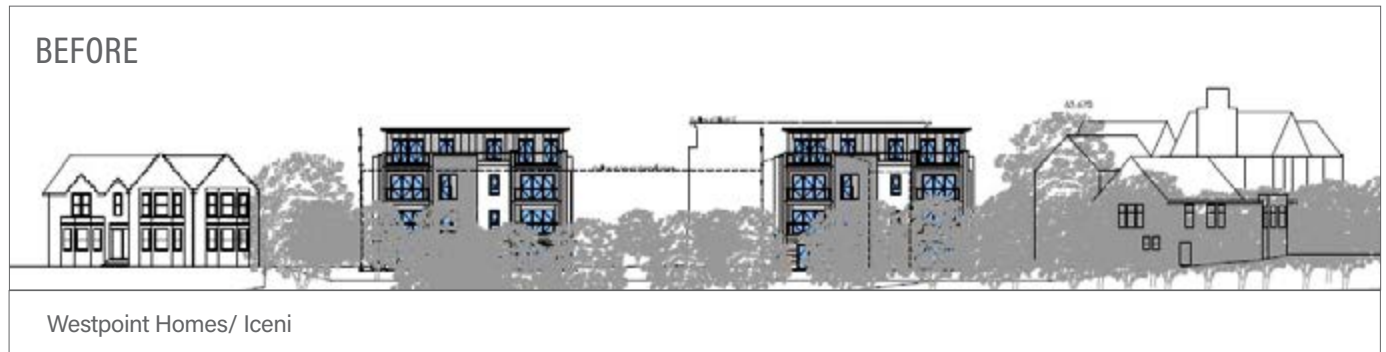
By Spring 2018, the building was fully reinstated on a like for like basis, including the previously consented extension. *(Performance Marker 3, 10, 11)*

MOUNT CARMEL, 61 HAMILTON AVENUE

This case study is an excellent example of the planning service working with an applicant to achieve added value, and realise the potential of a complex site. The original proposal was for 27 flatted dwellings across three blocks, with associated landscaping and parking sited within the West Pollokshields Conservation Area. The raised topography of the site to the north ensured that any proposal would be prominent across the conservation area, and the higher density of the proposal, than the typical plot pattern in the area, required careful management to ensure a successful balance between the amount of gardens, communal amenity space and parking on site.

The initial application proposed a density and architectural language that had been successful for the client in other areas of the city, however given the sensitive location of the site, the design in this case was deemed to be an inappropriate solution. The planning service then encouraged a series of meetings with the applicant to understand the character of the site in more detail and align all parties around the table with the aims of Placemaking guidance in the City Development Plan.

The key challenges of the original application were identified. Density, which was putting pressure on the curtilage of the site, with the parking being particularly dominant and the level of onsite amenity suffering as a result. The design of the blocks was not considered to be suitable to harmonise with the character of the conservation area, which features large Victorian villas, finished in sandstone and with a wealth of period details and quality. Upon review and with a better understanding of the Glasgow City Council's aspirations for the area, the applicant revised the proposal to take on board the majority of suggestions, please note the Before and After images.



The number of blocks dropped from 3 to 2, and the units lowered to 24 which allowed a more successful resolution to the site curtilage. The materials and roof-scape were altered drastically and brought in line with the surrounding fabric, with sandstone and slate being specified. In its final iteration the proposal manages to balance the requirements of a modern residential development with the sensitivities of a historic conservation area, to the credit of the applicant who showed a willingness to collaborate throughout the determination process.

This example highlights successful use of the local authorities planning policies, in particular Historic Environment

and Placemaking, to deliver added value through the planning application process. *(Performance Marker 3, 11)*

It also demonstrates the benefits, that successful collaboration between applicant and council officers, can achieve in creating sustainable growth and managing change within a conservation area.

CONNECTING NATURE PROJECT

What is the Connecting Nature project?

Through *Connecting Nature*, 11 European cities will invest in large scale implementation of nature-based solutions (NBS), measure the impact of this approach and share their experience on a global scale.

Connecting Nature is an Innovation Action funded by the *Horizon 2020* Research and Innovation Programme of the European Union. It is a five-year project that began in June 2017 with a kick-off meeting at Trinity College Dublin.

Glasgow is a Front-Runner City along with the cities of Genk, Belgium and Poznan, Poland. This means that we have a responsibility to share our expertise with other cities in the consortium.

Why Nature-Based Solutions?

Nature-Based Solutions (NBS) are actions which are inspired by, supported by or copied from nature. Many NBS result in multiple co-benefits for health, the economy, society and the environment, and thus they can represent more efficient and cost-effective solutions than more traditional approaches. Often these are referred to as blue/green infrastructure.

What are we expected to deliver?

One of the outputs from the project will be to develop a Nature-Based Solution exemplar for Glasgow. This should be closely tied to the Open Space Strategy and the ongoing development of the Local Context documents (Openspace masterplans).

We have identified that the exemplar should look to improve the quality, quantity and accessibility of open space by:

- Delivering opportunity mapping for the whole city, by combining city-wide spatial data sets.
- Developing better understanding the quality, quantity and accessibility of our open space.
- Establishing an evidence based for better informed decision making.
- Identifying new top-down and bottom-up opportunities for NBS and integrated green infrastructure.
- Strengthening new and existing partnership arrangements.
- Stimulating business growth and innovation in relation to NBS.
- Facilitating community action in relation to NBS.

This exemplar will be focused on:

- Supporting the principles of the City Development Plan's Placemaking policy.
- Seeking to Reconnect, Reinvent, Reconfigure, Respect, Repair, Refine, Reinforce or Reactivate our spaces and places through the development of multifunctional opportunities.
- Contributing to the strategic objectives for open space development, in particular: creating inviting, walkable neighbourhoods that promote social interaction; improving visual amenity to promote wellbeing and sense of pride in place; enhancing accessibility and quality of open space; integrating opportunities to play and exercise; whilst supporting climate mitigation and adaptation agendas.
- Identifying how existing places can be activated through the creation of alternative uses or temporary creative functions. *(Performance Marker 7, 10, 11)*

"We wanted Glasgow City Council as a front-runner city in Europe because of their commitment to securing equal access to high quality green space for all their citizens. We were also highly impressed with Glasgow's follow through in putting words into actions, notably how the slogan "People make Glasgow" has been carried through into initiatives like the Placemaking Standard which give voice to people and communities all over Glasgow. Glasgow City Council is a front leader city in many aspects of Connecting Nature and through their experience and insights they have already inspired follower cities across Europe to adopt more proactive green space strategies."

- Siobhan McQuaid, Trinity College Dublin



BOTHWELL EXCHANGE, 122 WATERLOO STREET



Michael Laird Architects

The Bothwell Exchange application site comprised a vacant city block on the western edge of the city centre, that had been vacant since the demolition of the previous Holiday Inn hotel. Since then it had been used as a surface level car park. HFD, 'Scotland's leading commercial property company', brought forward proposals to redevelop the site in two phases creating two buildings of Grade A office floorspace. The first phase, on the southern part of the site, at 122 Waterloo Street, proposed 150,000 square feet of Grade A office floorspace. Following a Section 75 Agreement to cover financial contributions for public realm works, permission was approved in January 2016. Construction is complete and the building is now fully occupied by Morgan Stanley. Planning permission has also been granted for a further 215,000 square feet of Grade A office floorspace on the northern part of the site at 177 Bothwell Street. Currently this has not been constructed.

The application was assessed in light of City Plan principles which sought to ensure that the designs: 'demonstrate the highest standards of urban design which respects context, setting, local townscape and landscape character' and 'reflect high quality contemporary design, where appropriate, which is imaginative, innovative and sympathetic to local traditions, and which creates a strong sense of place'

The initial designs tabled at pre-application stages did not meet with the design aspirations of the Development Plan policies. This view was backed by Glasgow Urban Design Panel who were disappointed in the quality of the design presented, in particular the design of the elevations, the lack of a top to the building, its corners and the rear elevation. The Panel encouraged the applicant to further investigate the building mass, proportion and facade treatment and in particular the articulation of the corner of the city block.

" The project has undoubtedly benefited from these policy-driven design developments, a mutual understanding and the cooperative implementation, which has resulted in a highly successful scheme. "

- Garth Fitzsimons, Michael Laird Architects

The proposal underwent significant design development to address the concerns of the Council and other stakeholders. The massing of the proposal was developed to include a set back enhanced ground floor, breaking up the main façade and adding a definitive roof design. The corner features have been inverted to present a razor of steel and glass to the street. To the north the elevation has undergone substantial development with the addition of more glazing and articulation through a series of horizontal metal panels in lighter colours. These panels are a modern response to the tradition of glazed white bricks used in Victorian lightwells. Should the northern part of the site be developed they will help bounce light down into this area. It is considered that in developing their design the applicants team have paid specific regard to the comments of the Panel and as such the design is better for it.

Following the approval of the application the Council worked closely with the project architects, Michael Laird Architects, to ensure that the design quality was maintained throughout the construction phases and during the discharge of planning conditions. This close working relationship has ensured the successful completion of the office development and with it the regeneration of this part of the City Centre. The completed building repairs the urban block, provides a strong architectural response to the City and revitalises the street through substantial public realm works and an upgraded cycle lane around the site. *(Performance Marker 3, 4, 10, 11)*

AWARDS



CITY OF GLASGOW COLLEGE

RIBA Award for Scotland 2017 and RIBA National Award; Civic Trust Award and Commendation



HEATHER CLARIDGE

Nomination for RTPI, Young Planner of the Year



MARYHILL LOCKS

GIA Design Awards Commendation and Scottish Homes Awards Starter Home of the Year

McGinlay Bell (Dapple Photography)



1 WEST REGENT STREET

Architectural Excellence Award – Shortlisted

Ryder Architecture and Neale Smith



THE KELVIN HALL

The Judges Award of Merit and Public Building of the Year; GIA Design Awards

Page and Park Architects



HILLSIDE GARDENS LANE

GIA Design Awards Commendation – Residential

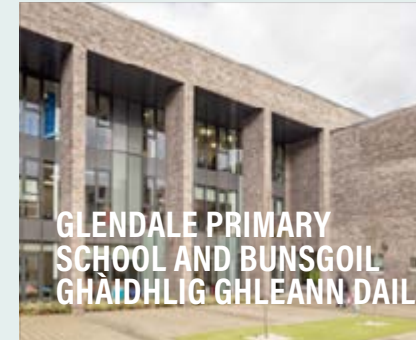
Hoskins Architects

AWARDS



**ROCKVILLA,
NATIONAL THEATRE OF SCOTLAND**

RIBA Award for Scotland 2017 and RIBA National Award; RIAS awards; Civic Trust Award, Commendation; GIA Design Awards



**GLENDALE PRIMARY SCHOOL AND BUNSGOIL
GHAIHLIG GHLEANN DAIL**

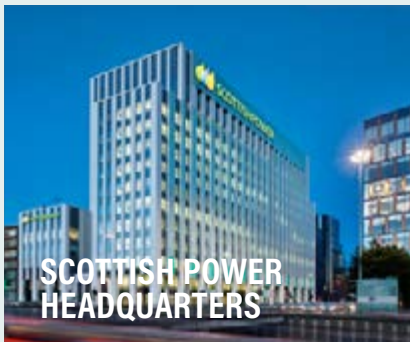
Glasgow RIAS Awards 2017
Glasgow City Council DRS Project Management & Design and Photography by: Ross Campbell



**FERNAN GARDENS,
SHETTLESTON**

Multiple Housing Design -The Saltire Society Housing Design Awards 2017; Scottish Home Awards Age Exclusive Housing Development of the Year

Anderson Bell Christie and Patrick Jameson of Ag Architectural Photography



**SCOTTISH POWER
HEADQUARTERS**

GIA Awards Shortlist
Page & Park Architects and Andrew Lee Photographer.



Scottish Home Awards Renovation of the Year
Susan Stephen Architects and Claire Williams Photography.

1.2 QUALITY OF SERVICE AND ENGAGEMENT

PARTNERSHIP WORKING

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, among others: [\(Performance Marker 10\)](#)

NATIONAL & INTERNATIONAL



UNECE
Housing and




ARCTIC CIRCLE
Arctic Circle Assembly



HPS
Heads of Planning



LUCI
LUCI Association



Place Standard
How Good is Our Place?
Place Standard



MaaS Scotland
A partnership between
Technology Scotland
and ScotlandIS



Air Quality in Scotland
Clean Air For Scotland



SLAED
Scottish Local Authorities
Economic Development Group



SPF
SCOTTISH
PROPERTY
FEDERATION
Scottish Property



GCV green network
Connecting our lovely spaces
GCV Green Network



Connecting Nature
Connecting Nature



NERC
SCIENCE OF THE
ENVIRONMENT
NERC




Nicola Sturgeon First Minister of Scotland, addressing the Arctic Circle Assembly

John McNairney, Chief Planner, Scottish Gov. with Cathy Johnston, Group Manager, Planning Service




GCC, Group Manager, representing Glasgow at UNECE Housing and Land Committee


REGIONAL




Clyde Gateway



THE ANTONINE WALL
PROJECT OF THE SCOTLAND COUNCIL
Antonine Wall



WOSAS



SPT
SPT Liaison meetings

PROJECTS

- The Canal Partnership
- The Central Govan Action Plan Partnership
- The Seven Lochs Partnership
- Shawlands Business Improvement District
- Pollokshaws Local Delivery Group
- Low Emission Zone Delivery Group
- Robroyston Rail Station Delivery Group
- Queen Street Station Stakeholder Forum
- Water Row Masterplan Steering Group
- North Glasgow Integrated Water Management System (NGIWMS)
- Metropolitan Glasgow Strategic Development Plan (MGSDP)



Pollokshaws Local Delivery Group – Urban Union Ltd./Barton Willmore



The Canal Partnership - Applecross Basin

ENFORCEMENT CHARTER

The Planning Etc. (Scotland) Act 2006 Act requires a new [Charter](#) to be produced every two years taking into consideration any changes in legislation that may have occurred throughout the duration of the previous Charter. There has been no significant change in legislation falling within the remit of the enforcement service since the last Charter was approved in March 2016.

The Charter 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 Charter explains to customers what the Council’s approach is in resolving breaches. With this in mind the 2018 Charter continues to follow four Service Pledges. Collectively 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 these service pledges essentially direct the 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.

A significant recommendation of change from the existing Charter is at Service Standard 4, where the aim will be to provide Planning Impact Reports (with details of the investigation and an assessment of the breach into five possible outcomes and courses of action), within 2 months of the date of acknowledgment in not less than 80% of all cases. This will replace the current service standard 4, the target for which was to provide a substantive update regarding the direction of the case within 4 months. Performance in relation to this and the other standards will be monitored

and reported to senior management to ensure that there is continuous improvement in service provision for review again for the next iteration of the Charter in April 2020.

Focus on performance in relation to this will be achieved by checking the manual spreadsheet, which is maintained in relation to performance. There is a need to ensure that all Performance Standards are eventually capable of being monitored via Uniform Enterprise and this remains a service development issue for Planning Enforcement which remains unresolved from the previous PPF. [\(Performance Marker 5\)](#)

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 to inform the complainant of the outcome of the case within 4 months.

Financial Quarter	Standard 1 (10 Day Ack)	Standard 2 (25 Day SV)	Standard 3 (High Priority)	Standard 4 (4 Mth Update)
2016/2017				
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%
2017/2018				
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%

HIGH HEDGES

Responsibility for High hedges legislation, advice and any resulting application is also undertaken by the Planning Enforcement Team. The existing arrangement is that the Planning Enforcement Team provides a free Pre-Application Assessment (PAA) (not a requirement of legislation), which gives the public the opportunity to discuss the problem on site in terms of how it affects their amenity. Customers receive detailed guidance in relation to the provisions of the High Hedges Scotland Act 2013, in particular guidance on whether or not they meet the criteria to enable them to make an application in the first instance. It may then be possible for customers to make an informed decision as to whether or not to submit an application (the fee for which is £500). A PAA is registered as an enforcement case to ensure that it is properly recorded and may be referred to in any situation where an application is eventually submitted for more detailed assessment. *(Performance marker 5)*



Loss of amenity - High Hedge



PRE-APPLICATION DISCUSSIONS

Pre-application advice is provided free of charge by planning officers for all levels of planning applications, listed building applications and advertisements consent applications. The consistence 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 3)*

A number of developers have presented proposals at pre-application stage to the members of Planning Applications Committee. *(Performance Marker 9)*



Jordanhill College: CALA Homes/ 7N Architects

This has provide 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 forum have been considered in the final submission, and this can form part of the pre-application consultation report accompanying major applications. *(Performance Marker 9)*

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 Prior Approval Notification 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)*

OTHER CUSTOMER ENGAGEMENT AND FEEDBACK

The vetting model has continued to be reviewed regularly through the year and regular training meetings are held for Technicians to take into account applicant and officer feedback.

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.

Online applications now form 86.4% of applications received in 2017/18, a further increase on the 79.8% 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 3)*

A further stakeholder event with agents/developers was held in March 2018 following on from our previous stakeholder event in November 2016. It is intended to hold these annually as they provide useful feedback for recently introduced service changes and also points of action for future improvements.



Glasgow City Council
Development and Regeneration Services

DEVELOPMENT MANAGEMENT STAKEHOLDER EVENT
TUESDAY 27TH MARCH 2018, 9.30-11.30
CONFERENCE ROOM, 231 GEORGE STREET, GLASGOW

Once again the Development Management Service of Glasgow City Council invites you to a Stakeholder Event to discuss customer service in delivering the Development Management function.

This follows the successful initial stakeholder event carried out last November and will provide an update on initiatives introduced over the last 12 months and future actions. As a regular customer of the service you are invited to join us at this event to discuss your experience of the service and to contribute to a discussion over future direction of delivery improvements.

Could you please confirm your attendance.

Stakeholder Invitation



100 Queen Street

GLASGOW CITY DEVELOPMENT PLAN

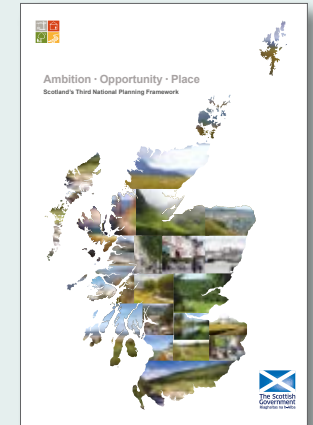
Scotland operates a plan-led planning system. This comprises of: at national level the Scottish Government's **Scottish Planning Policy** and Scotland's **Third National Planning Framework**; at regional level-the **Clydeplan** (SDP) (approved July 2017), and at local level-Glasgow **City Development 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 last year. We are progressing towards a Call for Sites informed by our long term spatial strategy while we will continue to engage key agencies and stakeholders over the course of the year. Engagement with elected members will also take place 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** is also being consulted on shortly and will in turn inform an update of the **Developer Contributions**



Guidance to ensure that it is proportionate and consistent with delivering the Council's long term strategies. *(Performance marker 11)*



CITY DEAL

City Deal is a 2014 agreement between the Scottish Government, the UK Government and the eight Glasgow and Clyde Valley 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

Planning officers have been directly involved in all the projects, in particular leading the Waterfront and West End, Canal and North Gateway and Collegelands and Calton Barras. Planners take the lead to ensure that the infrastructure interventions are embedded within the physical regeneration of the city. Redevelopment of a number of key vacant sites has been brought forward through a masterplanning approach.

Works on all five projects has now commenced, with sites including Sauchiehall Street, Govan Town Centre, Calton Barras public realm and site remediation works in Port Dundas and Sighthill. ([Performance Marker 7, 10, 11, 12, 13](#))



Calton Barras public realm

VICTORIA INFIRMARY MASTERPLAN

Following the decision by NHS Greater Glasgow and Clyde to create the Southern General University Hospital in Govan, the City Development Plan designated the legacy site of the former Victoria Infirmary as a Masterplan site.

The Council's engagement has been through several phases, beginning in 2015 when Council Officers met with prospective bidders in order to advise on the viability of initial concepts for the redevelopment of the former hospital site. Sanctuary Housing, having acquired the former Victoria Infirmary site in August 2016, appointed Collective Architecture and Farningham planning to work with Council officers to prepare a framework for a developer-led Masterplan process. *(Performance Marker 11)*

The Council provided advice and details of key stakeholders, building on consultation and engagement work carried out in the 'Cathcart Circle' catchment area for the Shawlands Town Centre Action Plan. Sanctuary carried out public consultation across three pairs of public events, held over a three month period at the adjacent Battlefield Library and attended by over 600 people.

The Victoria Forum, a group consisting of representatives from Langside, Battlefield and Camphill, Mount Florida, Shawlands and Strathbungo and Pollokshields Community Councils, held a public consultation event regarding the redevelopment of the site, attended by 120 people. Following this event, The Victoria Forum prepared a 'community Masterplan' published first in March and, following Glasgow Urban Design Panel feedback, updated in May 2017. *(Performance Marker 3)*

Council Officers from DRS Planning and Building Standards, DRS Housing Investment, LES Roads and Education participated in a Working Group with representatives of the Victoria Forum and local Elected Members. The Battlefield Working Group provided a forum to raise community concerns regarding the redevelopment of the former hospital site and the wider



Public Consultation Board - March 2017
Sanctuary Homes/ Collective Architecture

locality, address key concerns of stakeholders and to update the local community on progress of the Masterplan and accompanying planning application. *(Performance Marker 11)*

The Masterplan process brought forward a consolidated Masterplan and detailed proposals for the former Victoria Infirmary comprising the erection of a residential development with office (Class 4), commercial uses (Class 1, 2 and 3), associated parking and landscaping.

Following the consideration of the consolidated Masterplan by the Neighbourhoods, Housing and Public Realm City Policy Committee the detailed planning application and Listed Building Consent for the redevelopment of the former Victoria Infirmary approved at Planning Committee in 2018.



Victoria Infirmary Site - March 2018

The proposal will deliver a total of 413 flats both for sale and rent, including 135 affordable homes for varying housing needs which will be funded through Glasgow City Council Housing Investment. The development includes the retention and reuse of the B Listed Administration Building, and local landmark 'Nightingale' Wards.

CHANCE TO CHANGE CHARRETTE: EASTERHOUSE TOWN CENTRE



Easterhouse is a neighbourhood in the North East of Glasgow with a population of 8,923. Children make up over a fifth of the population but there is a lower proportion of older people (11%) than in Glasgow as a whole. Single parent households account for 51% of all households with dependent children. Rates of claiming unemployment related benefits are 52% higher than the Glasgow average. Those living in income deprivation households account for just over 32% of the area's population, a 50% increase on the Glasgow average. Child poverty is also higher than average.

However, over the next 20 years, a transformation programme of regeneration is planned for Greater Easterhouse. This shall include 6,000 new homes, a wetlands park featuring the redevelopment of visitor facilities, new nurseries and schools, active travel links, improved public realm and blue and green network.

In March 2017, the Glasgow East Arts Company GEAC in joint partnership with Glasgow City Council Development and Regeneration Services appointed a multi-disciplinary team which included ERZ (lead consultant) together with Nick Wright Planning, Hoskins Architects and Ekos to deliver the 'Easterhouse Chance to Change Charrette'. The charrette was jointly funded by the Scottish Government and Glasgow City Council, and was directly supported by GEAC, Easterhouse Thriving Places and the North East Community Planning Partnership.

The process was overseen by a steering group that included representation from Glasgow City Council, City Property Glasgow (Investments) LLP CPGI, Easterhouse Thriving Places and two members of the community: Ann Souter and Jackie McKay. The Steering Group met with the consultant team at regular intervals throughout the charrette to ensure that each of the key project partners / delivery agencies were fully informed of the issues and proposals at each stage of the process.

The Easterhouse Town Centre Charrette was structured with 5 weeks of advance creative/arts-led engagement from 15 May 2017 leading to 4 days of public workshops held on 21 June 2017.

634 people participated on an individual basis and inputted directly in the advance engagement and 214 people took part in the workshop sessions, with roughly a further 100 people dropping in for short periods. The charrette was very well attended and the level of engagement from the community and stakeholders was strong. The advance engagement also included the use of the Place Standard tool.

Through the advance engagement and workshops, as issues and ideas were discussed, five main topics emerged: 1. The Shandwick Centre; 2. The wider Town Centre; 3. Communication; 4. Management; and 5. Business and Enterprise.

The project aimed to:

- Deliver a meaningful and creative programme of engagement and empowerment for a diverse range of stakeholders, including residents, thereby giving voice to expert advice and local opinion; *(Performance Marker 10)*
- Create a clear set of actions/plan to replace the Easterhouse Town Centre Action Plan (May 2007) and complement the Glasgow City Development Plan *(Performance Marker 3, 11, 12)* (adopted on 29 March 2017); and
- Progress the delivery of a quality town centre for Easterhouse in line with current Government guidelines including Scottish Planning Policy; the Town Centre first principle and local authority planning including the Glasgow City Development Plan. *(Performance Marker 7)*

Feedback to the community in the form of a public event, attended by elected representatives, took place in September 2017. The charrette report was produced in February 2018 and subsequently reported to Easterhouse Thriving Places. In August 2018 a report to council is anticipated with a focus on the delivery plan.

Thus far, the charrette has demonstrated commitment to partnership working on the delivery plan. Pending Council approval of the delivery plan including allocation of funding from developer contribution funds of £4.5m, work has already progressed in relation to CPGI Board approval for The Shandwick Centre to invest up to £1m in the building, match funded by developer contribution monies. Early phase works are complete and future internal and external works being scoped.

Following council approval of the charrette report and delivery plan, further regular reports will be submitted to Easterhouse Thriving Places ensuring community involvement in the delivery plan.

CORUNNA HOUSE (THE GRID)



Cooper Cromer Architects

The development comprises a 12 storey office development with active uses on the ground floor (potential for retail and restaurant) and basement parking. The Grade A office building would also offer an enhancement of the public realm surrounding the building and dedicated drop off point. As well as the basement parking, there will be a dedicated street level cyclist entrance near the main entrance. The building incorporates and targets sustainability requirements and offers a **WELL Certification**, which is a focus for providing a high quality environment for the intended workforce. The new build would involve the demolition of the existing buildings on the site, Corunna House.

Given the scale of the intended development, it was decided at an early stage that frequent stakeholder sessions were vital for the successful delivery of the project to accommodate the requirements of the Planning Authority for the processes involved. These sessions began at pre-application stage and were worked through to post-planning stage, including purification of conditions and agreement of site starts etc. *(Performance Marker 2, 3, 10)*

These working groups were of particular benefit at pre-application stage as it provided an opportunity for all relevant

parties to present any issues or constraints relevant to the development, which would assist in shaping the submission of the application and the general design principles intended to be incorporated. This group also highlighted the requirements for the planning submission and most importantly the planning policies from the Development Plan that would specifically apply to the development proposal. *(Performance Marker 11)*

Aside from the positive engagement between the planning service and developer/architects, a focus and an appreciation of the strong benefit in terms of economic growth were also highlighted. The redevelopment would allow for a larger workforce within a modern day office building, offering a workspace designed to offer maximum flexibility.

Through this close working relationship between the planning service and developer/architect, it is considered that the end product is an excellent success story of collaborative working to achieve aspirations on both sides.

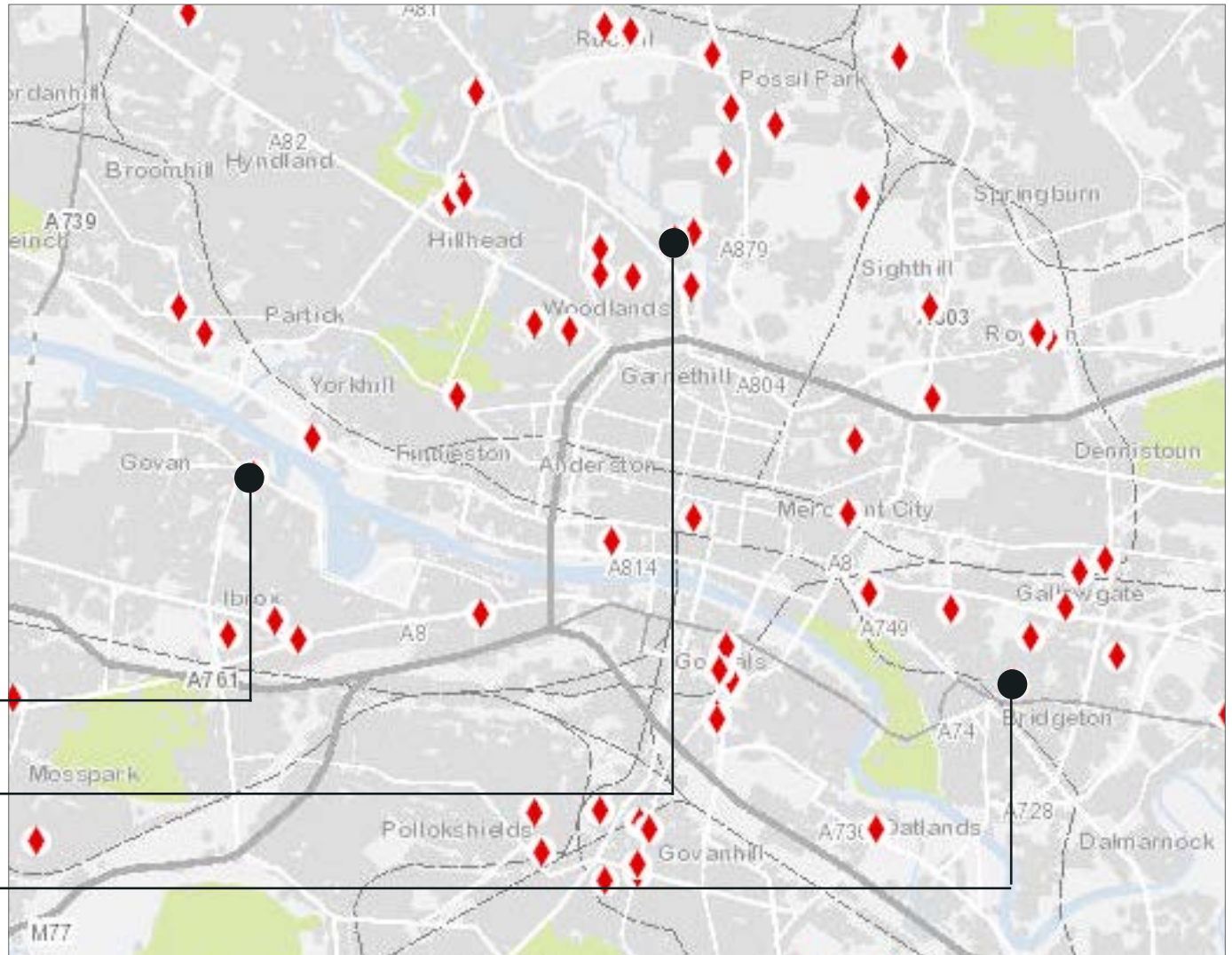
The double height reception will include space for co-working, while at roof level there will be a communal business lounge and garden.

The new office development meets the requirements of planning policy and met the criteria set out by relevant consultees involved in the planning process. Again, focusing on success of the delivery of the project, the new build office development not only offers a great benefit in terms of economic growth, but a design that fits the local area in term of its mass and scale. The Grid is viewed as a positive addition to the local area and assist in strengthening the performance of Glasgow's International Financial Services District.

STALLED SPACES GLASGOW

Stalled Spaces is a multi-award winning programme led by the planning service with a view to mitigating the issues associated with the high incidence of vacant and stalled spaces in the city. The programme helps facilitate a community-led approach towards the improvement and temporary activation of these spaces. Initiated in 2011, Stalled Spaces has so far supported over 130 projects across the city, bringing life to over 25Ha of under used and derelict open spaces. The initiative finds policy support in **CDP 1: The Placemaking Principle** and CDP 2: Sustainable Spatial Strategy of the City Development Plan and is also identified as a strategic commitment within the **Council's 'Strategic Plan 2017 to 2022'** under the theme of 'Resilient and Empowered Neighbourhoods.'

In 2017-18, the programme supported 15 groups across the city for various initiatives on stalled spaces, ranging from community gardens and growing spaces to open art galleries, natural play spaces, activity hubs, and community events. Three of these projects have been discussed here to highlight the wide role of the planning service in driving regeneration initiatives such as these and the resulting positive outcomes for the communities and spaces.



RIVERSIDE HALL - RIVERSIDE GARDEN

AGILE CITY - TEST UNIT

DAVID DALE GALLERY - THE SECRET GARDEN



The space

A derelict and overgrown stalled site at a prominent location at the heart of regeneration in Govan, the site of the former 'Napier House' demolished in 2009 due to a deteriorating structure and concerns regarding safety.

Lead organisation

The management committee of Riverside Hall, a recently refurbished (2013) popular community centre in Govan, located adjacent to the stalled site.

The proposal

To improve a local eyesore and support the local interest in developing an accessible community garden and food growing space as a 'meanwhile' facility for residents, local schools, groups based in the area and users of the community centre - as a space to learn, volunteer, interact and enhance their health and well-being.

Officers in the planning department assisted Riverside Hall in the funding, design and delivery of the community garden. Historical links to Govan's economic past as a leading ship building hub were incorporated in the design of the space to celebrate the area's history. The project, delivered over six months, transformed a derelict site into a much used and loved community garden, run and maintained by volunteers. It has given the community, especially those without access to open space, a place where they can, in their own words, 'relax, socialise, make new friends and grow and eat their own fruits and vegetables'. The volunteers involved in the delivery and maintenance of the project have also had an opportunity to learn new skills and to access expert advice from professionals through training sessions. *(Performance Marker 10, 14)*



The space

A vacant, derelict site in North Glasgow, located at a key gateway to the Clyde and Forth Canal from the City Centre. The space was the site of the former Phoenix Park Nursery, Glasgow's first nursery.

Lead organisation

Agile City, a non-profit community interest company that's recently established base in the historic Civic House building across from the site.

The proposal

To improve and activate the stalled site by introducing 'Test Unit' - a summer school exploring cross-disciplinary approaches to city development, testing ideas in public space and learning through engaging with ideas, materials, people and place.

Through a week of collaborative experimentation, the summer school took ideas from conception to realisation with a build-test-learn development cycle, putting a much needed spotlight on this neglected area of Glasgow. Stalled Spaces supported the programme through seed funding, facilitating access to the council-owned site and assistance with making the space safe for access. The programme was further supported by organisations such as Creative Scotland, Scottish Enterprise and Glasgow School of Art. Fifty five people from different disciplines, locations and levels of experience participated in Test Unit, facilitated by internationally renowned professionals. The programme helped kick-off a series of further engagement and planning initiatives for the meanwhile use of the site, including Glasgow's first tool library. *(Performance Marker 10, 14)*



The space

A vacant shell, part of the former Glasgow College of Building and Printing. This part of the building was demolished in 2007 for safety reasons and had been lying vacant since.

Lead organisation

David Dale Gallery and Studio, an artist-led voluntary organisation established in 2009, that has inhabited the adjacent building since 2012.

The proposal

To develop an outdoor art gallery and social space on the stalled site, taking inspiration from a previously successful Stalled Spaces initiative - The Walled Garden by the Bothy Project, with the intention of creating an inviting and inspiring meeting space drawing the local community and the established artistic community from all parts of the city into this area of regeneration.

Through the instrumental support from Stalled Spaces, David Dale Gallery and Studio were able to realise their proposal, improving and securing the space for public access, and transforming one of the last remaining derelict sites on the street into a welcoming outdoor location for people to spend time in and engage with contemporary art. The 'Secret Garden', as the site is now called, has become a destination in the area. Over the summer in 2017, artist group Thank You Very Much were invited to programme a series of exhibitions and events in the space. The events attracted over 1000 visitors to the space over 2 months and covered a wide range of activities from pop up cafe, to music and visual art. *(Performance Marker 10, 14)*

1.3 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 with less staff resources, through "smarter" work practices. See Planning and Building Standards Structure in Introduction.

In the past three 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 forward 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.

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

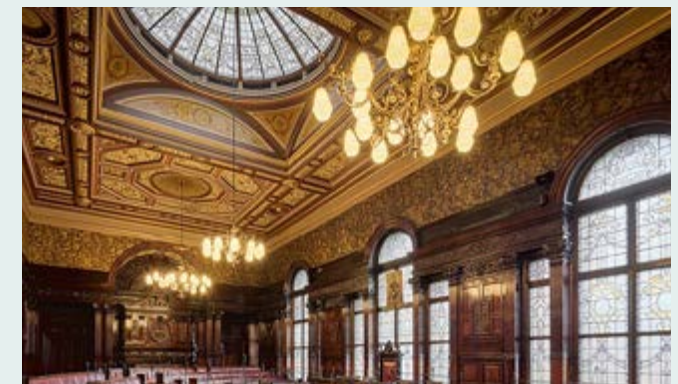
- The *City Development Plan* including Supplementary Guidance, which support and contribute towards the *Strategic Plan*.
- They support greenspace and environmental programmes such as Central Scotland Green Network, Glasgow and Clyde Valley Green Network Partnership, Sustainable Glasgow and the Place Standard project.
- A Forward Planning Team delivers 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.

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 Planning Permission in Principle (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.

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)*



Council Chambers

THE WEST OF SCOTLAND ARCHAEOLOGY SERVICE (WOSAS)

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)*

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 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 & 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 outturn report for 2017 - 2018 will be published, after committee approval, in September 2018.

Each working day...	3 FTE STAFF
 Income	<ul style="list-style-type: none"> • Generated £118.26 of income used to part-offset running cost to the Councils
 Supporting Sustainable Development	<ul style="list-style-type: none"> • Checked 30 planning applications • Commented/advised on 3.2 planning applications • Instigated 2 pieces of archaeological mitigation work • Commented/advised on 1 other land-use change consultation
 Improving Management of the Historic Environment	<ul style="list-style-type: none"> • Recorded 1.5 new sites in the HER • Updated 1 existing site record in the HER • Recorded 1.2 new archaeological survey/excavation events • Received 0.8 new archaeological reports for the HER
 Providing Community Support	<ul style="list-style-type: none"> • Advised 0.04 Members of the Public/Community Groups • Delivered 0.02 lectures/talks to Community Groups
 Promoting the Councils	<ul style="list-style-type: none"> • Received 1600 'hits' on the online HER (+ same at weekends) • Provided 0.06 Press releases/news items
 Sharing Skills and Knowledge	<ul style="list-style-type: none"> • Provided 0.4 mediated data downloads to commercial clients • Liaised with 0.02 National Agencies on HE Policy matters • Contributed 10.5 minutes to the development of Regional Archaeological Research Frameworks with national agencies
 = 0.005p per Council Tax payer per working day	



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 98.3% 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 deliver on corporate priorities. *(Performance Marker 12)*

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)*



GLASGOW CANAL REGENERATION PARTNERSHIP

The *Glasgow's Canal Regeneration Partnership* has been working together within the Canal corridor, under a formalised partnership agreement, since 2007. In 2015/16 the 'memorandum of understanding' was updated to comprise core membership from Glasgow City Council, Scottish Canals, BIGG Regeneration, working with others local stakeholders.

In 2017 one of the key activities for the Glasgow Canal Regeneration Partnership was to support the development and establishment of a local Cooperative within the Port Dundas and Firhill Basin stretch. Formally known as the 'Glasgow Canal Coop', this collective currently involves 12 local organisations with interests ranging from culture, urban sports, nature and community development. This local partnership, developed to support and complement the strategic Glasgow Canal Regeneration Partnership, marks a successfully evolve of this stretch of the Canal Corridor and the transition towards more locally-calibrated place governance.

One the key activities which the Glasgow Canal Coop developed and delivered in 2017 was the first ever Glasgow Canal Festival. This was successfully designed by the Coop partners including - Scottish Canals, Agile City, Queens Cross Housing Association, Glasgow City Council, BIGG Regeneration, Ricefield Arts, National Theatre of Scotland, The Whisky Bond, Glasgow Sculpture Studios, and Pinkston Watersports. The festival attracted over 2,000 attendees. This involved a mix of people who live, work in and visit the area, including local tenants from Possilpark; Woodside and Sighthill. (*Performance Marker 10, 12*)



Glasgow's Canal Festival

1.4 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 13)*

Planning officers from the City Council have been an integral part of various Scottish Government projects such as the development of the *Place Standard for Scotland* and the national Stalled Spaces project. *(Performance marker 13)*

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, the Scottish Government have stressed the importance of continued input from all partners regarding the ePlanning project.

The City's planning service continues to communicate their experiences and make constructive improvement suggestions. Engagement in this programme will continue throughout 2018-19, 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. 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 13)*

A further stakeholder event with agents/developers was held in March 2018 following on from our previous stakeholder event in November 2016. It is intended to hold these annually as they provide useful feedback for recently introduced service changes and also points of action for future improvements.



Glasgow City Council
Development and Regeneration Services

DEVELOPMENT MANAGEMENT STAKEHOLDER EVENT
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CONFERENCE ROOM, 231 GEORGE STREET, GLASGOW

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This follows the successful initial stakeholder event carried out last November and will provide an update on initiatives introduced over the last 12 months and future actions. As a regular customer of the service you are invited to join us at this event to discuss your experience of the service and to contribute to a discussion over future direction of delivery improvements.

Could you please confirm your attendance.



Stakeholder Invitation

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 (see Part 3 for summary). *(Performance marker 6)*

Our focus this year as part of our ongoing review of development management practice has been the pre-application process, to provide more consistent and efficient advice at pre-application level. We have introduced a new formal *Pre-application Module* which is the subject of a case study. This ensures that developers are aware of the policy requirements and have clear expectations about the level of information required for submission of applications. 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 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 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 6)*

STAFF DEVELOPMENT

Staff development plays an important part in the planning services' drive for continuous development. This year has seen the introduction of organised monthly lunchtime feedback sessions available to all planning staff. Those attending internal or external training courses, workshops, benchmarking and other events, have the opportunity to feedback directly to staff at these sessions. 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 12)*

In addition this year, a team of designated planning officers from all parts of the planning service, along with colleagues from Building Standards, formed a Training Group which has developed a system to allow staff to highlight to their colleagues, relevant events, courses, seminars and workshops they become aware of. *(Performance marker 12)*

In-house training, feedback, presentation and discussion forums have been held for staff on a variety of topics throughout 2017- 2018 and include:

- Feedback on attendance at the National Active Travel Conference in Glasgow.
- Feedback on attendance at the Planning Convention 2017 in London.
- Sharing the experience of having attended Test Unit Summer School.
- Feedback from a colleague who travelled to Aarhus, Denmark as a Young Urbanist of the Academy of Urbanism, as part of the Pittsburgh Glasgow Resilience Project. Their presentation was entitled 'A new culture of urbanism – lessons from Aarhus, Denmark and Pittsburgh, United States'
- Feedback on attendance at "Why was Glasgow at the Arctic Circle Assembly in Iceland?"
- A joint presentation on a Design Workshop, carried out as part of the ongoing project to investigate and manage the Council's portfolio of redundant, Victorian Parish Schools.
- Feedback on a Historic Environment Scotland event, 'What's Your Heritage'
- Feedback on The Scottish Civic Trust Conference on '50 years of Conservation Areas'
- A presentation the World Forum on Natural Capital.
- Feedback on attending RTPI Young Planners Conference.

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

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 12)*

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 12 and 13)*

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

In 2017-18 one example of developing and refreshing this strategy was the development of an Engagement Calendar 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'



BERLIN/GLASGOW DEVELOPMENT PLANNING EXCHANGE

As part of a European Administration Exchange, Glasgow City Council welcomed Sandra Zimmermann, a Development Planning Team Leader from the Berlin Senate Department for Urban Development and Environment, for a month long exchange. The purpose of the exchange was to transfer knowledge and learn about differences and similarities between how Development Planning operates between our two cities and, critically, what learning can be borne from the comparison.

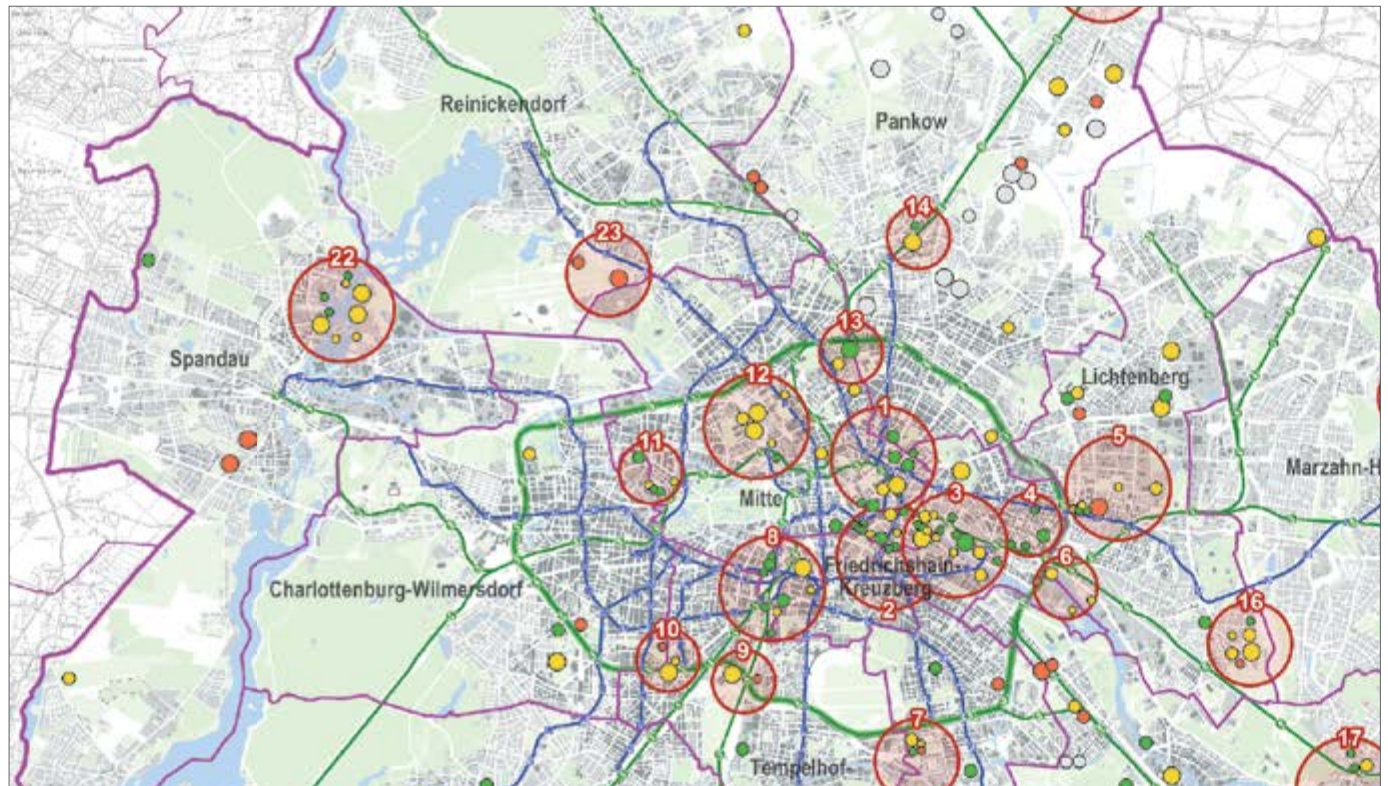
The visit involved detailed exploration and comparison of the Scottish and German Development Planning systems identifying themes like the purpose and scope of Development Planning, the legislative context, procedural matters, approach towards engagement as well as how all these factors inform the organisational approach to delivering development planning.

It was recognised that there are many shared issues, in particular how planning is positioned within the wider Council and the mutual challenge of promoting the status and influence of planning. Others areas of overlap included the reinforced spatial approach being adopted in Glasgow, which was seen as a mirroring the spatial areas approach in Berlin, as a pragmatic way to focus on regeneration priorities and allows concentration of resources and attention.

However, it was the differences between the two cities that stimulated the most fruitful conversations. This included the significantly longer term approach taken in Berlin where a set of long term Strategic Objectives have sustained since 1994. This has been enabled through the ability to carry out localised modifications, through public engagement, that do not require revision of the wider plan. Consequently, while the strategic context has delivered a consistent and stable intent, there have been over 200 localised land use modifications since 1994.

The stability and certainty provided was also reinforced by the legally binding B-Plan approach, which prescribes use and form at a level not applied in Glasgow. This enables a development freeze, where appropriate, ensuring alignment with the strategic intentions of the city and certainty for the developers. While appearing challenging in terms of resources, The B-Plan may strike a balance between clarity for developers while enabling a place-based approach.

Sandra shared her experience with GCC staff in a presentation at the end of her stay. It was recognised that the exchange was stimulating extremely worthwhile dialogue, so the Scottish Government was invited to share in the learning. This led to further discussion that will now hopefully feed into the ongoing national review of planning. The experience is something that is certainly seen as worth investing in to help provoke critical and strategic thinking in the future. *(Performance Marker 6)*



Berlin Spatial Development Strategy

PRE-APPLICATION MODULE

Over the last couple of years the City Council has been improving processes for pre-application discussion of proposed development. A Design Guide for New Residential Areas was developed and put in place in 2013 which sets out pre-application processes and expectations for frontloading proposals for housing sites. This highlights the need for early engagement with the planning authority and the need to consider strategies for issues such as landscape, flooding, drainage and so on at an early stage. The next step was to develop a template for Processing Agreements and promote this as part of the pre-application discussions.

Now, following on from this, we have developed a pre-application module to record and formalise requests by potential developers for pre-application advice. This was one of the tasks which was proposed as part of our Service Improvements for 2017-18 . The aim of this process is to ensure consistency in the format of advice which is given to developers, and to provide realistic expectations for timescales of response. At the same time it would also allow the planning authority to monitor the level and complexity of pre-application requests, and the resources required to fulfil these requests.

The pre-application module was launched in July 2017 and by 31 March 2018, 431 requests had been logged. The pre-application requests can be lodged by post, by email or by a [web form on the Council's website](#) and are registered on Uniform, vetted and allocated to a planning officer for response. The planning officers issue a letter highlighting the relevant policies and any other relevant comments and also note the documents which will be required to validate any future application. In more complex proposals a meeting will be invited with relevant internal consultees.



Glasgow
Glasgow City Council

Executive Director
Richard Brown

Development and Regeneration Services
Glasgow City Council
231 George Street
Glasgow G1 1RX
Phone 0141 287 8555
Fax 0141 287 8444

Our ref: PRE APPLICATION ENQUIRY - OUTCOME
GCC Application Ref: **17/03212/PRE**

17 July 2018

Glasgow City Council
Per Forbes barron
231 George Street
Glasgow
G1 1AX

Dear Sir/Madam

SITE: Glass Houses Queens Park Langside Road Glasgow G42 9QL
PROPOSAL: Removal of existing dome and associated works.

I refer to your pre application request, reference 17/03212/PRE. Having considered your proposal, should you wish to proceed with a formal application for planning permission you should consider the following information in your submission:

The proposal to remove the glass dome structure from the glass house, a category B listed building, would require a Listed Building Consent application (LBA) and a full planning application. The proposal would result in a major alteration to a listed building and as such a robust justification would be required. In addition, a clear description of replacement proposals would also need to be set out in order for both applications to be fully considered.

[City Development Plan Policies & Guidance](#)

CDP01 - The Placemaking Principle
CDP02 - Sustainable Spatial Strategy
CDP09 - Historic Environment
CDP11 - Sustainable Transport

The following applications and supporting documents will require to be submitted with your application(s) to ensure a timeous assessment of your proposal. You can [Apply for Planning Permission](#) online. Failure to provide these supporting documents may delay the decision on your application.

00. Detailed Planning/Heritage Statement; Elevations.

Please note that the above advice is without prejudice to the formal consideration of any subsequent application.

Should you require any additional information regarding this pre application request, please contact **Mr S MacKeddie** at planningenquiry@glasgow.gov.uk or on **0141 287 6060**, who will be happy to help you.

Yours faithfully



For Executive Director of Development and Regeneration Services



The pre-application module has been successful as a tool internally in that we can now monitor workloads for teams and individual planners more accurately. It also gives us management information about the level of pre-application discussions for different types of applications. Responses to the pre-application request are recorded on Uniform and this information is available to future case officers dealing with the site, ensuring a consistency of approach and adding to the information available on the site, saving officer time in duplicating research. The existence of the pre-application module was noted by agents at our Stakeholder meeting in March 2018 and it was also noted that at present there are no charges for pre-application consultations. Following feedback, we have agreed to extend the target response times. The Pre-Application module will be a specific topic at our next stakeholder meeting where we look forward to receiving feedback when it has been in operation for a year. *(Performance Marker 6)*

PART 2

SUPPORTING EVIDENCE



SUPPORTING EVIDENCE

Scottish Planning Policy	Scotland's Third National Planning Framework	Clydeplan	Glasgow City Development Plan	Supplementary Guidance
Development Plan Scheme	Glasgow City Council Strategic Plan 2017 to 2022	Annual Service Plan and Improvement Report	Design Guide for New Residential Areas	Enforcement Charter
City Deal	Open Space Strategy	Stalled Spaces	West of Scotland Archaeology Service	Complaints Procedures
Heads of Planning Scotland	PPF Annual Report Guidance Notes V.7	UNECE Housing and Land Committee	LUCI Association	Horizon 2020
Arctic Circle Assembly and Forum	Connecting Nature	NERC Fellowship with BGS	Place Standard	Scottish Property Federation
(MaaS) Scotland	Scottish Sites & Monuments Forum	Scottish Local Authorities Economic Development SubGroup	Regional Archaeological Research Framework	Glasgow and Clyde Valley Green Network Partnership

PART 3

SERVICE IMPROVEMENTS



3.1 SERVICE IMPROVEMENTS FOR 2018-19

Headings	Commitments	Performance Marker
Quality of Service and Quality Outcomes	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.	1, 3, 12
Quality Outcomes, Quality of Service and Engagement, Governance and Culture of Continuous Improvement	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 not all of the detail of the service improvements planned for 2017-18 have not been achieved within the planned timescale. Continuing commitment to complete improvements commitments identified in 2017 - 18 as Continuing.	Various
Quality of Service and Engagement, Culture of Continuous Improvement	Introduce template Conditions tracker for major application and phased developments	2, 6,
Culture of Continuous Improvement	Review of template conditions, updating to include new features from the CDP (electric charging and the Satemeny of Energy (SoE)	6,
Governance	Governance review of the Urban Design Panel, as part of the continuous development of this relationship.	6, 12, 13
Quality of Service and Engagement	Develop Stakeholder event – targeting Community Councils and amenity groups to achieve customer feedback.	10, 12
Governance, Culture of Continuous Improvement Quality of Service and Engagement	Enforcement performance standards being monitored via UNIFORM Enterprise	6

3.2 DELIVERY OF SERVICE IMPROVEMENT ACTIONS IN 2017 - 2018

Headings	Commitments	Actions and Evidence	Performance	Completed
Quality Outcomes, Quality of Service and Engagement	Explore on-line consultations Working with Service Development to improve our engagement with our consultees.	Due to competing priorities by Service Development, this work was not be completed by 31 March 2018 and will continue into 2018/19.	1, 6 and 12	Continuing
Culture of Continuous Improvement, Quality of Service and Engagement	Complaints procedure This is to support planning staff and improve the quality of responses received by customers. This commitment will also help staff development.	Complaints are received from the public directly or via elected members. The planning Service has developed a robust system for handling these complaints involving recording and allocating to the appropriate officer. Complaints are expected to be handled within a set target of 5 working days. Each officer has their individual spreadsheet which Red, Amber, Green (RAG) rates the complaint against the target. A Planning Manager has developed guidance for officers to support their handling of a complaint, including templates and suggested sentences to formulate a reply. In addition, line managers discuss and sign off responses which ensures the highest quality of response.	6	Completed
Quality of Service and Engagement	Customised versions of PPF6 This would be targeted at different stakeholders.	Feedback from the stakeholder meeting on 27th March 2018, suggested that this was not necessary. It was acknowledged that the format of the current PPF was easy to follow and links to different sections were sufficient.	6	Completed

Headings	Commitments	Actions and Evidence	Performance	Completed
Culture of Continuous Improvement	More of Elected Members training Many new Councillors were elected at the recent Local Authority elections. The planning service will work with Planning Aid Scotland (PAS) to deliver training on all aspects of the planning service in Glasgow.	Elected member training has taken place to cover their attendance at the Planning Committee and also, generally, to give a better awareness of what our business priorities, work pressures and understanding of how to effectively engage with the service. In addition, money was made available by the Scottish Government, for elected member training, part of which has been used for training of members who sit on the Local Review Committee. This was provided by external professionals and was well received by the committee members.	9	Completed
Culture of Continuous Improvement	Refreshed PCR This is required to ensure that continuing staff development includes reference to the developing Business Plan and other training requirements.	Performance Coaching and Review (PCR), continues to be the performance management system that supports the delivery of the Council's and individuals goals. A new drive to embed the culture of PCR has begun and will continue. PCR conversations are recorded and feedback is given on what is being done well (GREEN) and what needs to be done better (RED).	6	Completed
Governance, Quality Outcomes	Training Group – Financial tracking This would be added to the newly setup Training Calendar, to better manage training requests against budgets.	Financial tracking, monitored and recorded by a Planning Manager, has been introduced, which ties in directly to the training opportunities and CPD recorded in the Training Calendar.	6	Completed

Headings	Commitments	Actions and Evidence	Performance marker	Completed
Governance, Quality Outcomes, Quality of Service and Engagement	Develop electronic workflow for legal agreements. This would be developed with the support of Service Development and operate between the planning service and legal service.	Work on this project has commenced. The data gathering exercise for this project has revealed that there is a lot more work to be done than initially thought and will therefore take longer to develop a solution to fit all legal agreements including those with financial planning obligations. Due to competing priorities this project will not be completed by 31 March 2018 and will continue to 2018/19.	1, 4, 6 and 12	Continuing
Quality Outcomes, Culture of Continuous Improvement	Streamline processes. Updating Committee Reports, Handling Reports and all decision notices to streamline processes, reduce possible errors and standardise the format.	This work is in progress however due to competing priorities of all parties involved, this work will continue in to 2018/19	1, 6, and 12	Continuing
Governance, Quality Outcomes, Quality of Service and Engagement	Complete work by Service Development on pre-application and response module, followed by training for staff.	The Pre-Application module has been implemented and new processes launched. This project is complete.	1, 6, and 12	Completed
Quality Outcomes, Culture of Continuous Improvement	Hold another stakeholder event, feeding back on suggestions made at the event in November 2016.	This event took place on 27th March 2018.	6	Completed

PART 4

NATIONAL HEADLINE INDICATORS



NATIONAL HEADLINE INDICATORS (NHI)

TABLE A: NHI KEY OUTCOMES - DEVELOPMENT PLANNING

DEVELOPMENT PLANNING	2017 - 2018	2016 - 2017
Local and Strategic Development Planning:		
Age of local/strategic development plan(s) at end of reporting period Requirement: less than 5 years	1 year and 0 months	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

The 2017 Development Plan Scheme (DPS), focused upon the need for an early review, as set out in the pre-adoption correspondence from the Scottish Government, focusing on two key deficiencies in the CDP (Housing and Economic Development Review). However, it was recognised that due to the timetable's production immediately after adoption, there was a strong prospect for revision as the context and scale of an "Early Review" would inform the appropriate approach.

Following engagement with key partners including, the Scottish Government and the emergence of more up to date housing target information once Clydeplan was approved, this timetable was reviewed. This revision enables a CDP review, which co-ordinates all of the city's strategic land use challenges (rather than concentrating on the two key issues), to ensure that solutions are holistic and deliver sustainable development and regeneration in the right locations. This updated timetable has been reflected in the new DPS which still accords with statutory obligations. *(Performance Marker 7, 8)*



TABLE A: NHI KEY OUTCOMES - DEVELOPMENT PLANNING (CONT.)

Effective Land Supply and Delivery of Outputs	2017 - 2018	2016 - 2017
Established housing land supply	39,791 (Final 2017 HLA)	37,814
5-year effective housing land supply programming	17,581 units	16,031 units
5-year effective land supply total capacity	25,903 units	24,327 units
5-year housing supply target	12,487 units	12,514 units
5-year effective housing land supply (to one decimal place)	7.0 years	6.4 years
Housing approvals	6,967 units	5,716 units
Housing completions over the last 5 years	9,087 units	9,502 units
Marketable employment land supply	86.6 ha	101.6 ha
Employment land take-up during reporting year	1.6 ha	5.0 ha

EFFECTIVE LAND SUPPLY AND DELIVERY OF OUTPUTS

The Housing Supply Target is taken from the approved 2017 Strategic Development Plan. For the period 2012-24, this Target is 29,970. The 5-year Housing Supply Target is therefore calculated at 12,487 houses.

The 5-year Effective Housing Land Supply, which is audited annually, increased from 16,031 houses in 2016/17 to 17,581 houses in 2017/18, with programming of sites in the affordable sector increasing significantly.

Comparison of the 5-year Effective Land Supply with the 5-year Housing Supply Target produces an Effective Housing Land Supply of 7 years, significantly in excess of the 5-year supply required by Scottish Planning Policy.

The amount of marketable employment land reduced by 14%, from 101.6 ha in 2016/17 to 86.6 ha in 2017/18. This was due in part to 1.6 ha of land being taken up for employment uses, compared to 5 ha the previous year, but was more particularly the result of employment land being developed or re-designated for other uses. *(Performance Marker 7, 8)*

Knowledge Exchange Programme

The Planning Service worked collaboratively with Scottish Government Planning and Architecture Division to deliver a Knowledge Exchange workshop on 'Meeting Housing Needs in Scotland' on 28th-29th August 2017, which has had beneficial outcomes for all concerned.

DAY ONE

0900 Welcome Activities

Updates
Learning from Dublin
Mapping more homes Scotland

Tea Break c 1030 (15)

City Development Plan
Cathy, Sam, Helen
Group Discussions & present back

1230

People Make Glasgow Home
Patrick Flynn
Questions and Discussion

Tea Break c 1430 (15)

Jackie Harvey Leads - Views from other sectors - EY, CWS, Urban Union, Paul Stallan – Stallan Brand – Panel Discussion

Summary
Plan for tomorrow
1700 Close

Meeting Housing Needs in Scotland

Knowledge Exchange & Collaboration

Objectives:

- Create a shared perspective for how we can contribute to housing delivery
- Equip community with knowledge & understanding to influence future decisions
- Increase diverse partnerships from new sectors and tech orgs
- Plan how to apply lessons learned into review of planning
- Capture 'delivering housing' story to attract future investment
- Empower a collaborative mindset within and between local and Scottish Government

Key Questions:

- What knowledge can we share that will inform delivery of housing in Glasgow and Scotland?
- How can we collaborate to influence future gvmi/public sector?
- What is within our control to implement or influence right now?
- What lessons can we draw forward to implement or influence right now?
- How can we influence others to invest?

DAY TWO

0910 - 1115
Sighthill visit meet at City Chambers
Info share, observation, questions

1200

Facilitator input
Circles of Influence, marginal gains
Problem diagnostic, future focused
Solutions

Group Work - discussion and problem solving 'What are the problems in going from numbers and targets to actual homes on the ground?' Substantial session with mini presentations and action planning

Tea Break c 1500 (15) between discussions

Individual and collective actions & communication plan
1700 Close

Reflect on, feedback, learning, discuss on activity

TABLE B: NHI KEY OUTCOMES - DEVELOPMENT MANAGEMENT:

Development Management	2017 - 18	2016 - 17
Project Planning		
Percentage and number of applications subject to pre - application advice	38.2%	41.9%
	987	1,135
Percentage and number of major applications subject to processing agreement	6.0%	10.5%
	3	4
Decision-making		
Application approval rate	88.2%	90.4%
Delegation rate	98.3%	98.3%
Validation	56.8%	45.5%
Decision-making timescales (Weeks)		
Average number of weeks to decision:		
Major developments	22.7	35.7
Local developments (non-householder)	11.8	11.7
Householder developments	7.6	7.4
Legacy Cases		
Number cleared during reporting period	93	76
Number remaining	55	64

DEVELOPMENT MANAGEMENT

Project planning

The number of Major applications determined where a project plan was entered into decreased from 4 to 3 applications; under 10% of such applications. The Council has introduced a formal **Pre-application Discussions procedure** where we undertake to provide a speedy formal response as to the Policy and procedural issues as presented by the proposed developments. Given that ten formal pre-application discussions relating to Major applications have been concluded during 2017-18, 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 & Timescales

Delegation rate, is the same as last year at 98.3%, which is amongst the highest reported in Scotland.

The number of applications valid at receipt, has increased significantly from 45.5% to 56.8%, 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 36% reduction in the average weeks to determine Major Developments, is particularly pleasing, noting that such applications were up 47%.

Average week performance for Local developments (non-householder) and Householder developments is marginally worse compared to last year's average weeks by 0.1 and 0.2, respectively. This can in part be attributed to the transition to a formalised process of recording pre-application advice. *(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 2017-18 has reduced from 64 cases in the previous year to 55 cases at the year end. This has been possibly due to an increase in the number of legacy cases that been cleared through the year which has increased from 76 cases in 2016-17 to 93 cases this year. *(Performance Marker 14)*

TABLE C: ENFORCEMENT ACTIVITY

Planning Enforcement

The *Enforcement Charter 2018* was revised, agreed by Committee and published within the required timescale of two years.

This was the second Enforcement Charter to state that performance would be monitored in relation to the Standards it sets (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 matter has been formally addressed. 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.

The number of cases taken up lodged and taken-up has decreased from 584 (in 2016 - 2017) to 504 (in 2017 - 2018) therefore by 13.7%. The number of case therefore actually identified as breaches has also fallen from 274 in 2016-17 to 187 in 2017-18 a fall by 31.8%. Notices served also fell by 31.2% between these same periods; collectively these performance indicators may have fallen due to the reduction of one very experienced member of staff and the corresponding reduction in throughput of cases, as a stricter interpretation of locus for dealing with cases may be the consequence of reduced resource and working in a "leaner" fashion to compensate.

However, cases closed is markedly down on the previous year – from 895 to 555 – which is due to the services of an intern for 3 months in the earlier period, whereby cases were formally closed on the system which had effectively reached a dead end and had to be risk assessed in terms of appropriate action being taken. The majority of those cases were no considered expedient to pursue due mainly to the "bedding-in" factor, whereby fresh changes which are complained about eventually become accepted in the context of their overall surroundings.

Reports to the Fiscal and correspondingly Prosecutions are always perennially low because of the difficulties in appropriate cases receiving the due attention required of the Fiscal and the preferred option in many cases being the serving of Fixed Penalty Notices as an alternative.

Similarly Direct Action remains a low-or-no occurrence but this is because of the lack of availability of any set budget to use this as a remedy and therefore other means of achieving compliance are sought as an alternative.

Outside of the targets set by the Planning Enforcement Charter, elected Members queries (MLUs) are always a high priority in relation to the mainstay of cases received. Performance in relation to these has been consistently high in the planning Enforcement Team but is not measured in relation to the Standards of the Charter. *(Performance Marker 5)*

	2017 - 2018	2016 - 2017
Time since Enforcement Charter Requirement: review every 2 years published / reviewed	0 months	12 months
Complaints lodged and investigated	504	584
Breaches identified – no further action taken	187	274
Cases closed	555	895
Notices served	42	61
Direct Action	0	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	1

PART 5

OFFICIAL STATISTICS



OFFICIAL STATISTICS

TABLE A: DECISION-MAKING TIMESCALES (BASED ON "ALL APPLICATIONS" TIMESCALES)

Timescales	2017-18	2017-18	2016-17
Overall			
Major developments	50	22.7 weeks	35.7 weeks
Local developments (non-householder)	853		
▪ Local: less than 2 months	56.2%	11.8 weeks	11.7 weeks
▪ Local: more than 2 months	43.8%		
Householder developments	728		
▪ Local: less than 2 months	90.2%	7.6 weeks	7.4 weeks
▪ Local: more than 2 months	9.8%		
Housing Developments			
Major	28	22.1 weeks	38.9 weeks
Local business and industry developments	155		
▪ Local: less than 2 months	51.6%	12.8 weeks	14.9 weeks
▪ Local: more than 2 months	48.4%		
Business and Industry			
Major	4	41.4 weeks	17.7 weeks
Local business and industry developments	116		
▪ Local: less than 2 months	57.8%	12.3 weeks	9.5 weeks
▪ Local: more than 2 months	42.2%		
EIA Developments	3	28.1 weeks	-
Other Consents			
As listed in the guidance(right)	836	9.7 weeks	9.3 weeks
Planning/legal agreements	18	18.3 weeks	41.2 weeks
▪ Major: average time			
▪ Local: average time	32	25.2 weeks	31.0 weeks

TABLE A:

In general Glasgow City Council continues to be an improving planning authority, as demonstrated in the following graphs. It is also important to note that the resourcing of the planning service will be a key feature for the year ahead, indeed, it was recognised in the feedback report on last year's PPF, by Kevin Stewart, Minister for Local government and Housing, when he said;

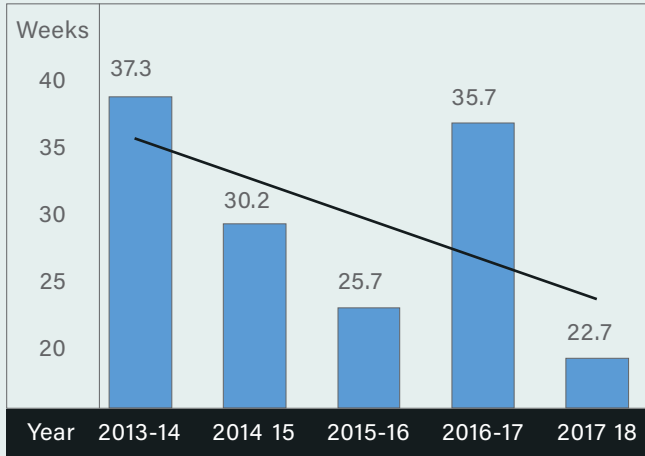
" I appreciate that resourcing is a critical issue for you..."

- **Kevin Stewart**, Minister for Local Government and Housing

Successful recruitment to the planning service over the coming year, will result in a decreasing workload per officer and allow better business planning to target areas requiring additional support.

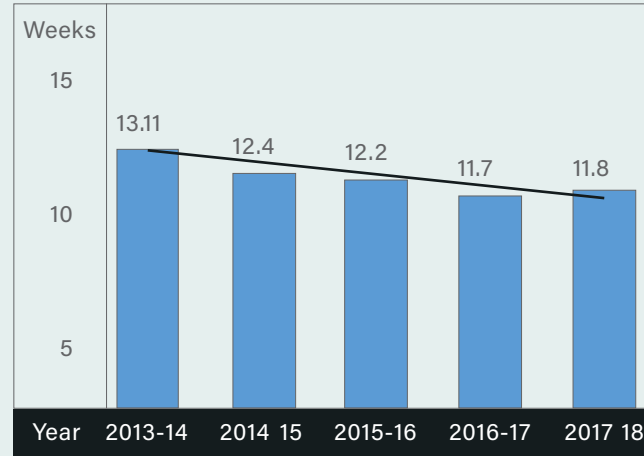
Additional recruitment will, it is hoped, have a positive effect on planning performance going forward. *(Performance Marker 1)*

MAJOR DEVELOPMENTS



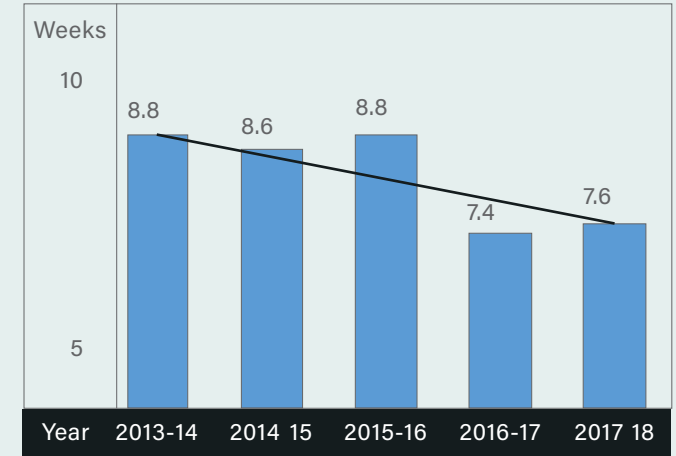
A total of 50 major applications were determined this year, a number which would have represented 20% of all Majors received nationally in 2016-17. The number determined is a 47% increase from last year's total. It is particularly pleasing to see that the average weeks to determine Major applications has significantly reduced even with this substantial increase in such applications. *(Performance Marker 1)*

LOCAL DEVELOPMENTS (NON-HOUSEHOLDER)



Average weeks to determine are fractionally up from 2016-17, by the smallest of margins; 0.1 weeks, however this is still the second lowest figure reported in the last five years which allows the five year trend to demonstrate continuous improvement. *(Performance Marker 1)*

HOUSEHOLDER DEVELOPMENTS



Similarly to the Local (Non-householder) figures the Householder Average weeks to determine are fractionally up from 2016-17, by; 0.2 weeks, however again this is still the second lowest figure reported in the last five years which allows the five year trend to demonstrate continuous improvement. *(Performance Marker 1)*

TABLE B: DECISION-MAKING: LOCAL REVIEW AND APPEALS

Type	Total number of decisions 2017 - 2018	Original decision upheld			
		2017 - 2018		2016 - 2017	
		No.	%	No.	%
Local reviews	35	21	60.0	13	52.0
Appeals to Scottish Ministers	33	19	57.6	6	24.0

The improvement in appeals' performance (decisions upheld) can be in part attributed to the status of the newly adopted City Development Plan, which provides up-to-date Policy guidance.

PART 6 AND 7

WORKFORCE AND COMMITTEE INFORMATION



WORKFORCE AND COMMITTEE INFORMATION

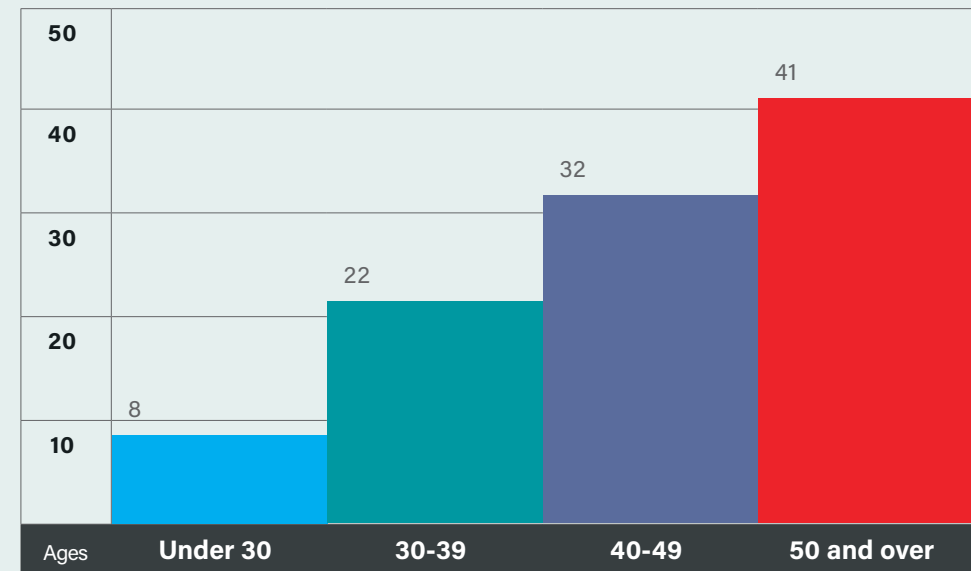
	Tier 1	Tier 2	Tier 3	Tier 4
	Chief Executive	Director	Head of Service	Manager
Head of Planning Service	-	-	1	-

RTPI Qualified Staff	Headcount	FTE
Development Management	33	32.3
<i>Development Planning</i>	13	11.4
<i>Enforcement</i>	7	6.6
<i>Specialists</i>	29	28
<i>Other (including staff not RTPI eligible)</i>	21	20.3

Planning staff, both qualified and non-qualified, as detailed in the table above, are distributed throughout a number of teams set out in the *Planning & Building Standards Structure*. Note that *Service Improvements for 2018-19* includes, as our first priority, making a case for GCC to invest in resources to deliver planning services. If accepted, new recruitment will ensure additional hours are achieved, with the potentially positive effect on performance, build resilience and hopefully with a younger age profile, provide better succession planning.

Committee and Site Visits	Number per Year
Full Council meetings	6
Planning committees	16
Area committees (where relevant)	93
Committee site visits	0
LRC	17
LRC site visits	0

Numbers



APPENDICES

1 A N D 2



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.	City Development Plan (CDP), The Design Guide for New Residential Areas, Glasgow Urban Design Panel (GUDP), Pre-application discussions, Developer contributions, Case Studies, Customer Engagement & 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 & Review (PCR), Enforcement activity, Case Studies.
7	LDP (or LP) less than 5 years since adoption.	City Development Plan (CDP), Supplementary Guidance, Case Studies, City Deal, NHI.
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 City Development Plan (CDP), 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.

Performance marker		Evidence
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.
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, EU COST Sub-Urban project, Named officer contact, City Development Action Programme, Performance and Management meetings, Community Planning Partnership, Staff Performance Coaching & 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.
Delivering Development		
14	<ul style="list-style-type: none"> ▪ Stalled sites/legacy cases: ▪ conclusion/withdrawal of planning applications more than one year old. 	Monitoring of Legacy Cases, Case Studies, NHI.
15	Developer contributions: clear and proportionate expectations: <ul style="list-style-type: none"> ▪ set out in development plan (and/or emerging plan,) and ▪ in pre-application discussions. 	The Design Guide for New Residential Areas, Pre-application discussions, Developer contributions.

PERFORMANCE MARKERS REPORT

PERFORMANCE AGAINST KEY MARKERS

Performance marker	RAG rating	Comments
<p>1</p> <p>Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]</p>	Amber	<p>Major Applications Your timescales of 35.7 weeks are slower than the previous year but are faster than the Scottish average of 37.1 weeks. RAG = Amber</p> <p>Local Non-Householder Applications Your timescales of 11.7 weeks have improved since the previous year but are slightly slower than the Scottish average of 11.1 weeks. RAG = Amber</p> <p>Householder Applications Your timescales of 7.4 weeks have improved since the previous year but are slightly slower than the Scottish average of 7.3 weeks. RAG = Amber</p> <p>Overall RAG = Amber</p>
<p>2</p> <p>Processing agreements:</p> <ul style="list-style-type: none"> ▪ offer to all prospective applicants for major development planning applications; and ▪ availability publicised on website 	Green	<p>You offer processing agreements at proposal of application stage and they are available on request for all applications. RAG = Green</p> <p>Information about the use of processing agreements is on your website. RAG = Green</p> <p>Overall RAG = Green</p>
<p>3</p> <p>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</p>	Green	<p>You have introduced a formal process for registering pre-application advice and published target response times. You also offer applicants the opportunity to present proposals to committee in advance of submitting an application. RAG = Green</p> <p>You have provided some good examples of requests being proportionate including offering staged payments for developer contributions. RAG = Green</p> <p>Overall RAG = Green</p>

Performance marker	RAG rating	Comments
<p>4</p> <p>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)</p>	Amber	<p>Overall, timescales for local and major applications with legal agreements are slower than last year. For major applications this is slower than the Scottish average, but the figure for local applications is faster than the national average. You have clear processes in place to monitor legacy cases and seek to withdraw or refuse legacy applications if not concluded within 6 months of being sent to developers. We note that you are undertaking improvements to electronic workflow for legal agreements and we hope that this will lead to improvements in timescales in the coming year.</p>
<p>5</p> <p>Enforcement charter updated / re-published within last 2 years</p>	Green	<p>Your enforcement charter was 12 months old at the time of reporting.</p>
<p>6</p> <p>Continuous improvement:</p> <ul style="list-style-type: none"> ▪ progress/improvement in relation to PPF National Headline Indicators; and ▪ progress ambitious and relevant service improvement commitments identified through PPF report 	Green	<p>Your LDP has just been adopted and your enforcement charter is a year old. Your major decision making timescales are significantly slower but are below the Scottish average. Your local applications are improving.</p> <p>RAG = Green</p> <p>You have completed 6 out of your 9 improvement commitments with the remaining ones carried forward to be completed this year. You have identified a good range of improvement commitments to progress during the current year which have been informed by feedback from stakeholders and other evidence provided within your report.</p> <p>RAG = Green</p> <p>Overall RAG = Green</p>
<p>7</p> <p>Local development plan less than 5 years since adoption</p>	Green	<p>Your LDP was only adopted 2 days before the end of the reporting year.</p>
<p>8</p> <p>Development plan scheme – next LDP:</p> <ul style="list-style-type: none"> ▪ on course for adoption within 5 years of current plan(s) adoption; and ▪ project planned and expected to be delivered to planned timescale 	Green	<p>Your LD has only just been adopted however, you are due to undertake an early review to resolve issues identified during the examination.</p>
<p>9</p> <p>Elected members engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year</p>	N/A	

Performance marker		RAG rating	Comments
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	N/A	
11	Regular and proportionate policy advice produced on information required to support applications.	Green	You have published a residential design guide and prepared a range of supplementary guidance which has been adopted alongside your LDP and provided good examples of when guidance has informed applications.
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)	Green	You offer a streamlined Planning and Roads Construction consent process, you have collaborated on your Action Programme with other council services, work with others on the City Region Deal and participate in the Organisational Development Board.
13	Sharing good practice, skills and knowledge between authorities	Green	You have provided some good examples of sharing knowledge with other authorities such as through the West of Scotland Archaeological Service, Benchmarking and HoPS sub committees. You have also worked with Scottish Government on the Place Standard and Stalled Spaces projects.
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Green	You have cleared 76 cases during the reporting year however, you still have 64 cases still awaiting conclusion. You are actively seeking withdrawal or refusal of applications if legal agreements are not concluded within 6 months and this is monitored monthly.
15	Developer contributions: clear and proportionate expectations set out in development plan (and/or emerging plan); and in pre-application discussions	Green	Supplementary Guidance IPG12 relates to developer contributions. RAG = Green This guidance is used at pre-application discussions to ascertain levels of contributions. RAG = Green Overall RAG = Green

PERFORMANCE MARKERS REPORT

PERFORMANCE AGAINST KEY MARKERS

Performance marker		2012-13	2013-14	2014-15	2015-16	2016-17
1	Decision making timescales	Red	Amber	Green	Amber	Amber
2	Processing agreements	Red	Green	Green	Green	Green
3	Early collaboration	Green	Green	Green	Green	Green
4	Legal agreements	Red	Green	Green	Green	Amber
5	Enforcement charter	Green	Amber	Green	Green	Green
6	Continuous improvement	Amber	Amber	Amber	Amber	Green
7	Local development plan	Green	Green	Red	Red	Green
8	Development plan scheme	Amber	Amber	Red	Red	Green
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	Red	Amber	Green	Green	Green
12	Corporate working across services	Green	Green	Green	Green	Green
13	Sharing good practice, skills and knowledge	Green	Green	Green	Green	Green
14	Stalled sites/legacy cases	Red	Green	Amber	Amber	Amber
15	Developer contributions	Green	Amber	Green	Green	Green

OVERALL MARKINGS

	Red	Amber	Green
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

(total numbers for red, amber and green)

DECISION MAKING TIMESCALES (WEEKS)

Performance marker	2012-13	2013-14	2014-15	2015-16	2016-17	2016-17 Scottish Average
Major Development	49.1	37.3	30.2	25.7	35.7	37.1
Local (Non-Householder) Development	13.8	13.1	12.4	12.2	11.7	11.1
Householder Development	8.7	8.8	8.6	8.8	7.4	7.3

