



Glasgow City Council
PLANNING PERFORMANCE FRAMEWORK
Annual Report 2015 - 2016





GLASGOW AND THE CLYDE VALLEY AREA



Front Cover: Wind Forest by Wind Forest Team, LAGI, See Case Study p26.



A fourth Planning Performance Framework Annual Report was submitted by Glasgow City Council's planning service to the Scottish Government in July 2015, covering the period 1 April 2014 to 31 March 2015.

Subsequent feedback was received on 5th October 2015 from Alex Neil MSP, Cabinet Secretary for Social Justice, Communities and Pensioners' Rights, which only provided feedback on the Performance markers.

His reflection of our Fourth PPF was within a national context as opposed to previous years when specific strengths of our Annual Report were highlighted.

The following national comments were made:

Encouraged to hear that supported by Heads of Planning Scotland (HOPS), you will be providing wider feedback to other authorities through your benchmarking groups.

Pleased to report that Scotland-wide performance is improving and the number of red markings has reduced considerably over the last 3 reporting periods.

Grateful to HOPS for taking this proactive approach.

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Int: Introduction

This Annual Report is the fifth produced by Glasgow City Council under the Planning Performance Framework (PPF). It covers the period from 1st April 2015 until 31st March 2016 and provides a report on the Council's planning performance following the format of the Planning Performance Framework, Annual Report Template & Guidance Notes, Version 5, issued in March 2016.

Glasgow City Council's key themes and priorities are set out in a refreshed Council **Strategic Plan** 2012-2017, which sets priority commitments for 2015-2017, the financial challenges ahead and the plans for a **Transformation Strategy and Programme**.

The **refreshed Council Strategic Plan** renewed focus on the Council's international reputation for delivering world class sporting and cultural events that support economic growth and opportunities in the city. To achieve this, there were some minor adjustments to the original themes. All themes now reflect a world class ambition and the World Class City theme will be renamed "A Vibrant City" and focus on sport, culture and heritage.

The 6 priority areas where we will drive real progress and achievement in Glasgow are to make sure Glasgow has:

- Economic growth
- A vibrant City
- A sustainable city
- A city that looks after its vulnerable people
- A learning city
- Making best use of our resources.

Glasgow City Council's Development and Regeneration Services (DRS) have been identified as the lead service in delivering the first priority; economic growth and is one of seven key services providing core Council services.



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

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

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

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

Work on the proposed **Glasgow City Development Plan (GCDP)** and associated documents continued through the 2015-16 period and details are found under the commentary on National Headline Indicators. Work on Supplementary Guidance was started with a view to consultation taking place during 2016-17 in anticipation of publication with the adopted plan.

This year's performance figures for Glasgow are set out in Part 5: Official Statistics, which we are pleased to report broadly demonstrate continuing improvement year on year. This has been particularly pleasing because of the collapse of our performance figures in the 4th Quarter, due to a failure of the Council's IT systems on 15th December 2015, which was not entirely resolved until 22nd February 2016. Further details of this event has been given in the Context of Part 5: Official Statistics.

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

The period covered by these figures saw very little change on the organisational structure of the planning service, see Planning & Building Control Structure.

The PPF Annual Report produced by the City Council's planning service, for the period 2014-15, was assessed by the Scottish Government, who produced a Performance markers Report on 5th October 2015.

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

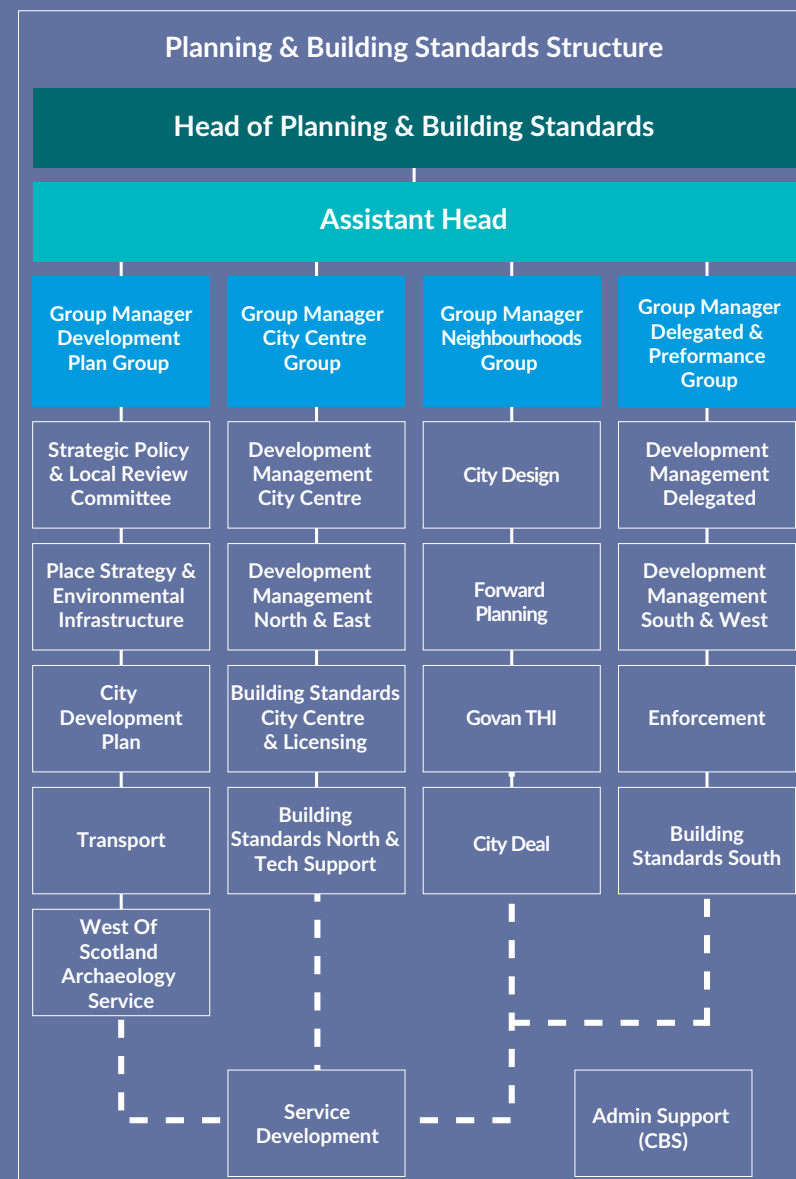
In order to demonstrate the importance of satisfying the 15 Performance markers, the appropriate Marker(s) have been clearly identified against evidence within the body of the report. In addition, a Performance markers checklist (Appendix), has been added to the report to cross reference evidence within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

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, which can be found in Part 2, 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 an important announcement was made by the UK Government on 4th July 2014, that the Glasgow Region (Glasgow and seven other Clyde Valley Councils), was being awarded a City Deal.

Core 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. (See Case Study - Master Planning).



P1: Part 1: National Headline Indicators (NHIs)

Development Planning

The Proposed **Glasgow City Development Plan** (GCDP), the Local Development Plan, was submitted to the Directorate for Planning and Environmental Appeals (DPEA) for Examination in June 2015. The DPEA's initial target date for conclusion of the Examination was March 2016. The Examination Report was received by Glasgow City Council in June 2016. The extension of the Examination period has resulted in an extended timetable for the adoption of the GCDP.



Development Plan Scheme

The timetable detailed in the Development Plan Scheme 2015 states the Examination will take place mid-2015. The GCDP was submitted to the DPEA in June 2015, in line with Development Plan Scheme commitments. As a result of the timescale for conclusion of the Examination being extended by the DPEA, there are alterations from the planned timetable for adoption and consequently in reporting figures. Adoption of the GCDP in the 2015 Development Plan Scheme was scheduled for mid-2016, this is now scheduled for late-2016 and is reflected in the new DPS.

Effective Land Supply and Delivery of Outputs

The 5-year Housing Supply Target has increased significantly from the 2015 figure as a result of the Examination into the Glasgow City Development Plan. The Reporter concluded that the 2012 Strategic Development Plan Housing Requirement should be met. The shortfall that had built up in the period 2008/09 to 2015 against this requirement was added the Housing Requirement for 2015 to 2020 to produce a new 5 year Housing Supply Target of 36,376. Much of the additional requirement is in the affordable sector. In order to address this requirement, an early review of the City Development Plan has been recommended by the Reporter. When balanced against the Effective Housing Land Supply of 12,469, this results in an Effective Housing Land Supply of 1.7 years.

Key outcomes	2015-16	2014-15
Development Planning: <ul style="list-style-type: none"> Age of local/strategic development plan(s) (years and months) at end of reporting period. Requirement: less than 5 years Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) Were development plan scheme engagement/consultation commitments met during the year? (Y/N) 	6y 3m N Y-later Y	5y 3m N Y-later N
Effective Land Supply and Delivery of Outputs* <ul style="list-style-type: none"> Established housing land supply 5-year effective housing land supply 5-year housing supply target 5-year effective housing land supply (to one decimal place) Housing approvals Housing completions over the last 5 years Marketable employment land supply Employment land take-up during reporting year 	42,920 12,469 36,376* 1.7** 3,638 9,476 118.62 ha 2.22 ha	43,430 13,533 13,663 5.0 3,507 10,707 123.27 ha 0.94 ha
Development Management Project Planning <ul style="list-style-type: none"> Percentage of applications subject to pre-application advice Number of major applications subject to processing agreement Percentage planned timescales met Decision-making <ul style="list-style-type: none"> Application approval rate Delegation rate 	47.3% 2 83.3% 86.9% 98.5%	50.8% 1 87.5% 86.8% 98.6%

Development Management

Project Planning

The percentage of applications subject to pre-application advice reported, reflects clear guidance on the planning website. Measures are in place to offer processing agreements for all major applications, however, there is a perceived lack of engagement in such a process by the development industry. The percentage of planned timescales met were down slightly, but are broadly comparable year on year.

Decision-making

No appreciable change in application approval rates. The delegation rate reflects the broad delegated powers enjoyed by the Executive Director of Development Regeneration services (DRS).

Decision-making timescales

Major applications show a significant improvement in the average weeks to determine. Local developments (non-householder) have slightly improved, however, Householder developments have disappointingly not improved from last year. The main factor affecting both of these measurements was the failure of the Council's IT system on the 15th December 2015 and lasting until 22nd February 2016. See Context in Part 5: Official Statistics, for further detail.

Legacy cases

The number of remaining legacy case continues to fall year on year. At the 31st of March 2014 there were 126 applications on hand that were over a year old. On 31st of March 2015 this had fallen to 104 and the figure for 31st of March 2016 was 74. This reflects the continuing commitment to ensure that legacy cases are either concluded or withdrawn. It should be noted that the number of legacy cases cleared in the period has fallen. This does not mean that there has been a diminution in performance, but reflects that such cases are not being created.

Key outcomes	2015 - 16	2014 - 15
Decision-making timescales		
Average number of weeks to decision:		
• Major developments	25.7	30.2
• Local developments (non-householder)	12.2	12.4
• Householder developments	8.8	8.6
Legacy Cases		
• Number cleared during reporting period	67	95
• Number remaining	74	104
Enforcement		
• time since enforcement charter published / reviewed (months) Requirement: review every 2 years	0 months	12 months
• number of breaches identified / resolved	423/ 323	468/ 452

* Note: This is taken from the 2012 SDP, comprising the shortfall from 2008/09 - 2015 (= 12,167) + the SDP Housing Requirement for 2015-20 (= 24,209)

**Note: This is the 2015 Effective HLS (12,469) divided by the 5 year HST (36,376) multiplied by 5= 1.71 years

Enforcement

The **Enforcement Charter** has been revised and published within the required timescale and is due to expire in March 2018. Unlike previous Charters, there is now a commitment to monitor performance in relation to the Standards set by the Charter 2016 and report progress on a quarterly basis to senior management. Consideration of performance will be crucial to the content of the future Charter when it is revised again in 2018.

Case numbers received year-on-year are fairly consistent, but there has been a drop in the number of breaches identified from these reported alleged breaches. This is more likely to be natural fluctuation, as there is no evident causal factor indicating the beginning of a trend (it is too early to identify this).

From the overall cases identified as breaches, there has been a drop in breaches resolved of approximately 84% to 61%. Due to the high priority given to MLU enquiries, there has been a tendency to lower the priority of other tasks, including carrying out the formal process of closing-off cases where those cases are understood to be resolved (they will be closed, but there is often a lag in formalising this, on Uniform). There is a legacy of this which is being addressed.

The on-going situation should be helped by the Performance Standard 4 which requires officers to determine the course of action which is necessary and communicate this with the complainant no later than 4 months from the date of acknowledgement. Focus on performance in relation to this will be achieved by checking the manual spreadsheet, which is maintained in relation to performance, although there is a need to ensure that all Performance Standards are eventually capable of being monitored via Uniform Enterprise.

City Plan 2 Policies provide design guidance for developers which is backed up by advice and input from planning officers and the planning service's City Design team. This advice and guidance is available at pre-application stage and during the consideration of the submitted application, as appropriate. The policies are available on the Council's website which has recently been updated to improve the customer experience. (*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, 11 & 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*)

Glasgow Urban Design Panel (GUDP) The planning service hosts and co-ordinates the regular Glasgow Urban Design Panel which had 10 meetings during the year. This provides an opportunity for designers of significant schemes to present their proposals to the Panel, at pre-application stage.

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

Proposals presented throughout this year included some of national and regional significance, including: (*Performance marker 3*)

- **Beith Street**
Erection of residential development and river walkway with associated ancillary works to include infrastructure and landscaping. Pre-application discussions for a major development.
- **Anderston Quay**
Erection of mixed use development comprising residential, retail, commercial, restaurant, gymnasium and car parking, formation of associated access improvements, public realm and landscaping - Granted
- **Candleriggs**
Demolition of unlisted buildings, partial demolition of listed building (facade retention and alterations) and erection of mixed use development including residential, student accommodation, hotel, retail, food and drink and commercial uses and formation of associated landscaping and public realm. - Granted.
- **Park Quadrant**
- **Vision for Port Dundas** and 100 Acre Hill discussion of future proposals
- **Parish Halls complex;** the erection of mixed use development and alterations to listed buildings pre-app
- **College of Building and Printing** (listed building re-use) pre-application
- **Central quay Masterplan** for mixed use development including offices, residential, hotel and ground floor commercial uses with associated access, parking, landscaping and public realm
- **64- 72 Waterloo Street** Demolition of unlisted building and part of listed building with associated alterations and erection of office development (Class 4) including ancillary ground floor cafe/restaurant.

The **Abstract Office Development** is located on the western edge of Glasgow city centre adjacent to the M8 motorway, fronting onto St Vincent Street. It is an eleven storey office building with ground floor commercial unit, including landscaping and public realm works which form a new pedestrian link between St Vincent Street and William Street.

This development was needed to offer a building of prominence on a key gateway site to Glasgow and to strengthen and compliment the built urban form of the western edge of Glasgow city centre adjacent to the M8 motorway.

The development has and will contribute to directing investment to Glasgow City Centre and continuing its regeneration and renewal, as a major Urban Renewal Area and Town Centre Renewal Priority identified in the Strategic Development Plan. This building provides a reference point and high standard for the former vacant site to the north which is now under development, in addition to future development within the locale, allowing the image of the city to be enhanced.

The development has incorporated a high quality pedestrian route and area of public realm between St Vincent Street and William Street, open permanently to the public, which enhances permeability, benefitting the new office building itself, the surrounding pedestrian environment and neighbouring land uses and businesses. The pedestrian route and public realm comprises high quality hard and soft landscaping in the

form of a stepped garden encouraging local biodiversity and containing innovative lighting, all contributing to an improved sense of place.

The project proved innovative by overcoming the constraints of the site. These included the site's natural topography with the land falling sharply between St Vincent Street and William Street. The pedestrian route is stepped to reflect this level change. The design of the development worked around the need to retain a 22 metre wide 'no- build zone' adjacent to the office building to the east, the presence of submerged steel anchors associated with the retaining structures on the adjacent M8 motorway and the presence of the M8's Bothwell Street off ramp which over sails part of the site.

The project has demonstrated how a brownfield site (formerly a surface car park) can be redeveloped, promoting the integration of new land uses with the city centre's established Public Transport Network.

The greatest impact this development has had in planning terms relates to the impact on the immediate locale. The land directly to the north on the opposite side of St Vincent Street, which was a cleared site for a considerable period of time, previously comprising office floorspace, has since obtained planning permission for an office development in the form of the headquarters of Scottish Power, which is currently under construction. *(Performance marker 3; 12)*



Abstract Building
Accreditation: Keppie Architects

The **Gate Lodge** at Glasgow's Eastern Necropolis is a category B listed building that dates to the 1860s. The building originally served as a waiting room and office however it had been altered for use as a gardener's bothy and store. It was vacated and deemed surplus to requirements in the 1980s. By 2007 the building had fallen into a state of disrepair and was becoming a magnet for anti-social behaviour. It was added to the Buildings At Risk Register for Scotland.

The Planning service administers grants through the Parkhead Townscape Heritage Initiative - a heritage led regeneration scheme funded by the Council, Heritage Lottery Fund and Historic Environment Scotland. The restoration of the Gate Lodge was identified as a priority for grant assistance as it is a prominent landmark building on a major east-west transport corridor through the City.

The Planning service worked in partnership with other Council departments and the local Housing Association to develop proposals for repair and conversion of the building for use as a dwelling. Ownership of the building was transferred to the Housing Association who assembled match funding and oversaw the restoration works.

The building was sensitively restored with masonry repaired and reinstatement of traditional architectural details such as a Scottish slate roof, timber sash windows, cast iron gutters and pedestrian gate panels. Internally, the building was re-fitted to meet the modern standards required by the Housing Association.

The restoration of this long derelict, landmark building has changed public perceptions of the Necropolis and enhanced the townscape character of the Parkhead Cross Conservation Area. (*Performance marker 3, 12*)



The Gate Lodge

Bain Square and the Refurbishment of the former St Luke's Church

The project, which was funded through the Council's Calton Barras Action Plan and the Scottish Government's Regeneration Capital Grant Fund, consists of two complementary elements: public realm improvements to Bain Square and the comprehensive refurbishment and viable reuse of the historic **St Luke's building**.

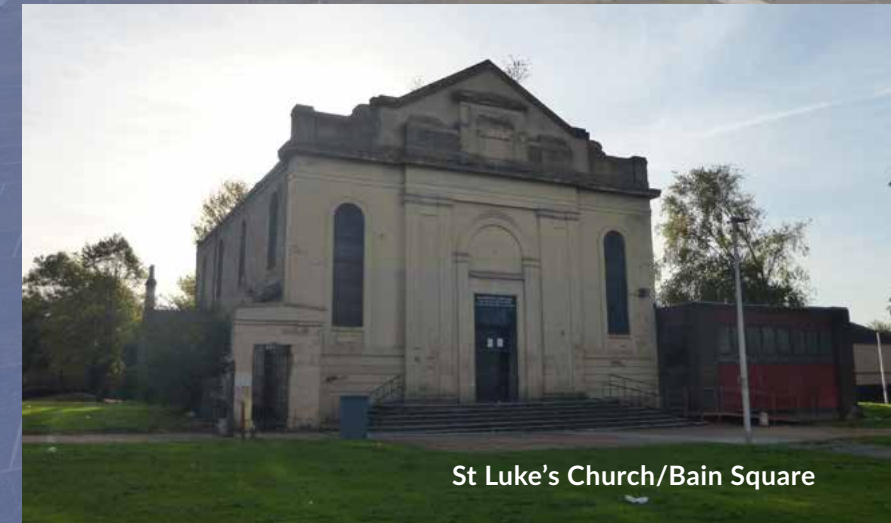
Bain Square is a key open space linking the Calton residential area with the Barras Market and acting as a gateway to the wider East End. As such, it was recognised that there was a clear need for positive intervention to create a distinct identity and enhance the resilience of the neighbourhood. The Square was designed using a simple, but attractive and robust palette of materials and the works have successfully established this as an adaptable open space at the 'Heart of Calton', giving confidence that there is a strong civic commitment to the regeneration of this area of the City. It has already hosted a number of local events since its completion and has improved connectivity between the historic Barras Market and the residential community of Calton.

St Luke's is the first of six projects in the area to be supported through the Barras Vacant and Underused Floorspace Grant scheme and has brought into positive re-use the Category 'B' Listed former church which had lain vacant for a number of years. The restoration has preserved many of the building's key historic features, including the stained glass windows, pipe organ and church pulpit dating back to the early 19th

century and created an impressive setting for concerts, arts events and private functions. Since opening in September 2015, St Luke's has already established itself as an exciting new venue on the City's vibrant music and arts scene. As well as the positive impact on the building itself and its immediate environs, this project has helped change perceptions of this part of the City, signalling a new confidence in the inner East End.

The delivery of Bain Square and St Luke's is part of a wider, asset based approach within the context of a strong placemaking framework. The Calton Street Audit identified Bain Square as a key space connecting Calton, the Barras and the City Centre. The Street Audit also acted as an innovative means of engaging local people in formulating a vision for change in Calton and in identifying principles to guide development.

Building on this, the Calton Area Development Framework (2012) sets out a strategic vision to guide the regeneration of Calton and Barras. A main objective of the Development Framework is the creation of an attractive walkable neighbourhood with access to quality open space and local facilities. The Bain Square 'Heart of Calton' project is considered as a key element in achieving this. The Development Framework also provided the developers of St Luke's with the confidence to progress their plans for the building and new businesses continue to be attracted to the area which, in turn, enhances and diversifies the Barras 'offer'. (*Performance marker 2, 3, 12*)



St Luke's Church/Bain Square

The development comprises a three storey office building (Class 4) with associated car parking, landscaping and the formation of a new vehicular access. The building is a stunning contemporary addition to the East End's industrial heritage. It complements other award winning developments including The Olympia, Red Tree and Eastgate and marks a key stage in the area's transformation.

This particular area of the East End is home to longstanding creative industries and has seen an increase in design and cultural offers over recent years. **The Albus building** addresses the need for suitable office accommodation for this sector, providing space for 200 jobs, and seeks to strengthen the economic prosperity of the local town centre, attracting a wide and diverse range of businesses and employment opportunities. The building is another excellent example of the continuing regeneration of this particular area which stems from Bridgeton to Dalmarnock. Not only does the project deliver a building of high quality design, it also has a tremendous impact on the local economic environment of the area and also greatly assists in the vitality of this industrial quarter.

The Albus is considered a superb example of how a new development has delivered the aspirations/objectives of all involved; applicant, local authority and other professional bodies. This development adds another success story by offering more provision of quality office accommodation. The building has created a sustainable development, delivering not just sound environmental credentials (with an excellent BREEAM rating)

but also embracing both social and economic needs of the area. The building will help to create jobs and add to the continuing regeneration of the wider area which has already undergone major transformation with the upgrading of key public realm routes and spaces, including new pedestrian bridges and pathways and new residential, leisure and retail provisions.

This project benefited greatly from continuous engagement and involvement with relevant partners associated with the development. The City Council as planning authority had a close working relationship with the applicant (Clyde Gateway) and with regular working groups set up at relevant stages through the course of the application.

The working groups at pre-application stage were of particular benefit as it gave all relevant parties the opportunity to present any issues or constraints relevant to the development or potential impacts surrounding the site. It also highlighted the requirements that has to be met with regard to the Development Plan and specific relevant policies. The working group included project managers, town planners, architects, engineers and other professions.

The project has highlighted the importance of pre-application meetings and continuous engagement with the planning authority, particularly in cases such as these where many stakeholders are involved. The new speculative office building provides flexible and modern office accommodation, creating a contemporary working environment to offer to a range of businesses. The design has established a building that fully responds to the demands of the site and the ongoing regeneration process along this stretch of London Road. (*Performance marker 3, 12*)

ALBUS

Albus Building
Accreditation: Clyde Gateway

In Part 4.1: Service Improvements 2015 – 16, of last year’s Planning Performance Framework, our planning service gave a commitment under the heading of Communication, Engagement and Customer Service, to;

“Review all aspects of the planning service engagement with customers and provide recommendations for improvement.”

In response to this commitment, the planning service employed the services of an Intern for a period of 12 weeks from June – August 2015, to carry out this review, with a brief to review the quality and delivery of customer service currently provided by planning.

A Group Manager acted as the Intern’s mentor during the preparation of the report. Through initial conversations with the Group Manager, a framework was developed of the areas to be investigated.

These areas were established to be;

- The duty planner service.
- The main Council switchboard.
- The “One stop shop”, located in Council premises adjacent to the planning office building.
- The website.

Evidence was gathered using call figures from our IT providers, discussions with managers at the “One stop shop” and main switchboard, and benchmarking with other local authorities.

A range of planning staff from different teams and disciplines were also involved in individual discussions about their experiences dealing with customers and what could be done to improve the present circumstances. In addition, a group of key individuals were brought together to discuss more specific issues.

A report titled “Customer Service” was produced which contained evidence gathered from different key areas of customer interaction with the planning service, followed by a summary of the key points and recommendations in response to the issues identified.

This comprehensive report was presented to planning managers who endorsed the recommendations and asked for an action to be produced to deliver on these recommendation.

In Part 4.1: Service Improvements 2016 – 17, of this year’s Planning Performance Framework, our planning service are now giving the further commitment to adopt the recommendations of the Customer Service report, some of which has already been delivered. (*Performance marker 6, 12*)

P2: Part 2: Awards and nominations between 1st April 2015 and 31st March 2016



Scottish Awards for Quality in Planning.

CATEGORY: Delivering in Partnership

Winners: Laurieston Transitional Regeneration Area

Hillington Park Simplified Planning Zone

Commendations: Kelvingrove Bandstand and Amphitheatre Restoration

CATEGORY: Development Management Commendations:

Queen Elizabeth University Hospital



British Council for Offices (BCO) Awards 2015

CATEGORY: Projects up to 2000 sqm

Regional Scotland Winner: **The Albus**, 110 Brook Street

CATEGORY: Commercial Workplace

Regional Scotland Winner: **Venture Building**, No.1

Kelvin Campus, West of Scotland Science Park



Glasgow Institute of Architects (GIA) Design Awards 2105

CATEGORY: Design Award – Education

Winner: City of Glasgow College – **Riverside Campus**

CATEGORY: Design Award – Healthcare

Winner: **The Shields Centre**

CATEGORY: Design Award – Leisure/Arts

Commendation: **Glasgow Central Station** - Refurbishment

CATEGORY: Design Award – Residential

Winners: **Ronald McDonald House**

Laurieston TRA, Phase 1A

Commendation: **Hyndland House**

CATEGORY: Design Award - Sustainability

Winner: **The Shields Centre**

Partnership Working

Officers from the planning service continue to be involved in a number of local forums, steering groups, working groups and collaborative partnerships with other local authorities, local communities and other stakeholders. These provide a planning framework for investment to enable development, input on best practice and planning policy, assist with bids for external funding and work towards an improved customer service. (*Performance marker 12*)

Groups include:

- The **Metropolitan Glasgow Strategic Drainage Partnership**.
- **Glasgow & Clyde Valley Green Network Partnership** as part of **Central Scotland Green Network** (both National Projects in **NPF 3**).
- The **Canal Partnership** with Scottish Canals, delivering significant investment along the canal corridor
- **Clyde Gateway**
- **Business Improvement Districts** working groups for Byres Road and Shawlands
- **The Central Govan Action Plan partnership** (see case study)
- The **Seven Lochs Partnership**
- **Thriving Places** working with Community Planning Partnerships
- Benchmarking groups and Scottish Government working groups e.g. on **Place Standards** development.

Customer Engagement

Feedback and comments from a Customer Satisfaction Survey mainly related to the difficulties our customers had in contacting planning staff. In response, the planning service employed the services of an Intern for a period of 12 weeks from June – August 2015, to carry out this review, with a brief to review the quality and delivery of customer service currently provided by planning.

A report titled “Customer Service” was produced which contained evidence gathered from different key areas of customer interaction with the planning service, followed by a summary of the key points and recommendations in response to the issues identified. In Part 4.1: Service Improvements 2016 – 17, of this year’s Planning Performance Framework, the planning service are now giving the further commitment to adopt the recommendations of the Customer Service report. Also refer to the Case Study – Customer Service Report on Page 13 (*Performance marker 6 & 12*)

Information on general planning queries is provided through a recently updated website and also through a dedicated planning enquiry email mailbox. This has been recently introduced and has proved successful. A duty officer helpline is also available for telephone queries every morning.

Enforcement Charter

The **Glasgow City Council Enforcement Charter** was updated and made publicly available in March 2016. The new Charter is more customer service focused with the inclusion of four Service Pledges; taken together, these are in effect a qualitative statement citing our commitment publicly to a basic code of conduct and set of values and principles which will be applied to the delivery of the service. The Service Pledges provide the overarching service direction for the Planning Enforcement Team and a context to the service standard development process.

Following on from this there are four Service Standards which state the measurable level of performance that customers can expect under normal circumstances. Perhaps the most notable of these is Performance Standard 4 which requires that every case should result in a decision (regarding the necessary way forward), within 4 months of the case being formally acknowledged.



This should ensure that there is greater focus on decision making at an earlier stage and that appropriate action is taken which is proportionate to the breach. In the review of cases prior to this stage it is fully expected that action will be directed to cases of higher priority in terms of their position on the overall spectrum of harm, but that justification will be given to any decision on whether to proceed or not.

Responsibility for High hedges legislation, advice and any resulting applications is also undertaken by the Planning Enforcement Team (*Performance marker 5*). The existing arrangement is that the Planning Enforcement Team provides a free “pre-application assessment” (which is 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 pre-application assessment 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*)

Pre-application Discussions

Officer advice is provided through pre-application discussions which are welcomed for all applications from householder to major applications, and also through discussions of live applications. Officer advice is consistently supported through the determination of applications as shown by

the fact that only 0.04% of applications were determined contrary to officer recommendation. (*Performance marker 2, 3 and 15*)

A number of developers have taken advantage of the offer to present proposals at pre application stage to the Council's Planning Applications Committee. This has proved to be a useful exercise for both 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 members feel will be important when the application is submitted. The members of the Committee find out about significant development proposals that are at pre application stage and have the opportunity to ask questions of the developer, and are thus better informed of the proposals and the reasons behind the applications. Developers can ensure that when the application is submitted any issues raised through this forum can be shown to have been taken into account in any final scheme. This has proved beneficial in the pre application stage and usually forms part of the pre application consultation report accompanying major applications. (*Performance marker 9*)

Clear and specific guidance is available on the website about developer contributions for open space and public realm through the **City Plan 2 Policies** ENV 2 and DG/ENV 2, and for Fastlink through TRANS 8 and DG/TRANS 4. Information on these requirements is also given at pre-application stage as part of preliminary discussions where such discussions are requested by the developer.

Developers are also offered the option of staged or deferred payments through section 75 legal agreements as well as upfront payment of contributions through section 69 agreements. Further Supplementary Guidance on Developer Contributions will be provided through the emerging City Development Plan. (*Performance marker 3, 11, 15*)

All major applications are now expected to be the subject of a processing agreement and pre-application discussions, and this is indicated formally to the developer when the PAN is approved. Advice and a processing agreement template are provided on the website and planning officers offer these agreements as a form of project management at pre-application stage. Developers can opt out if they do not wish to take part in a processing agreement, but early contact and discussion is still welcomed.

Proposals for new residential streets are taken through a specific pre-application process as set out in the **Council's Design Guide for New Residential Areas** which includes feedback from transport planning and other relevant stakeholders. The aim is to streamline the planning and Roads Construction Consent process as well as inform the design and frontload the submission. (*Performance marker 2 & 3*)

Prospective developers are therefore more informed at pre-application stage about the likely timescales for processing applications. An internal review has been taking place this year of the operation of the Design Guide with a view to holding stakeholder feedback events with developers in the current to enable further discussion and improvements in the process.

Other customer engagement and feedback

- The vetting model has been reviewed regularly during the year at regular vetting meetings to take into account customer and officer feedback. (*Performance marker 1 & 6*)
- Complaint handling is carried out in accordance with the **Council Complaints Policy**.
- Electronic representations are now encouraged through the online planning system and representations are increasingly received electronically.
- Online applications now form 72% of applications received (2015-16), a further increase on the previous year. The planning service is represented on the Scottish Government group working on upgrading the Planning Portal.
- A single point of contact is provided for all applications through the case officer. The name and direct contact details for the case officer are provided on correspondence and on the online records. (*Performance marker 3*)

Glasgow City Development Plan

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

The new emerging Glasgow City Development Plan (GCDP), will replace City Plan 2 in the next year and this will be accompanied by a suite of Supplementary Guidance giving further certainty for developers.

While the Plan has been at Examination for most of the year we have been developing our supplementary guidance and have started consulting on this. Our key target is to ensure we have a full guidance suite available at adoption of the Plan to ensure there is a clear set of expectations for applicants and developers. (*Performance marker 6*)

Members of the public have been kept up to date on progress of the Examination and the progress of the Plan via bulletins on our website.

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

Guidance is also provided by masterplans, action plans and local development strategies, while the planning service also produces regular monitoring and analysis information on:

- Industrial and business land supply,
- Major office, business and industrial development applications,
- Housing land audit, and
- Major retail proposals in Glasgow (*Performance marker 11*)

City Deal

City Deal is an agreement between the Scottish Government, the UK Government and the eight Glasgow and Clyde Valley Councils approved in August 2014. At the core of Glasgow and Clyde Valley's City Deal is a £1.13Billion Infrastructure fund with funding targeted towards unlocking new sites for housing and employment and enhancing transport infrastructure across 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 total nearly £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 Strategic Drainage Partnership

Within all the projects Planning Officers have been directly involved, from modelling and specifying infrastructure interventions to identifying opportunities for development, co-ordination with stakeholders (including local communities and investors) as well as directly in project delivery. This is particularly the case with Waterfront and West End Innovation Quarter, Canal and North Gateway and Collegelands and Calton Barras which are all led by teams within the Planning Section.

In seeking to deliver both the City Deal project components and the outcomes for the city, in terms of both the economic outcomes and effective placemaking, Planning Officers have been taking the lead in ensuring that the infrastructure interventions are embedded within the physical regeneration of the city. This ensures that City Deal is dovetailed and investment benefits maximised both as part of the Development Management process, and as part of forward planning and policy in bringing forward redevelopment on a number of key vacant sites through a masterplanning approach (*See Case Study*).

Case background

This planning enforcement case was brought to the attention of the Council via a public complaint. The property itself is situated within the Newlands Conservation Area and therefore many of the Permitted Development Rights that can be enjoyed by many other householders, had been withdrawn, given its conservation area status. The original guttering and soffit belonging to this blond sandstone semi villa was replaced by the owner in conjunction with his contractor, without the owner first seeking guidance from the Local Planning Authority.

Working in Partnership

After discussion with colleagues within Heritage, it was agreed that the new design of the guttering/soffit was not in keeping with the requirements/expectations of a property within the conservation area and that every effort should be made to have the guttering replicated to its original design.

Communication

This service then contacted the owner of the property and advised that the new replacement guttering/soffit, was not acceptable as it did not replicate the original style and materials of the original design and also of the adjacent property. A reasonable timescale was given to the householder to comment on the Council's findings and provide their intentions regarding the breach in planning legislation, and the requirements to remove the unauthorised guttering/soffit and replace it, replicating the original design of the neighbouring property.

Negotiation

The householder contacted his contractor regarding the breach in planning legislation. The unauthorised design and materials had cost the householder in the region of thousands of pounds to install. The householder was also advised always to contact the local planning authority before any such works are taken out in case permission/consent is required in the first instance, given the property's conservation area status. The end result was, the reinstated guttering/soffit was replicated to the original design of the adjacent property, without the requirement of the Council issuing any formal enforcement notices, with the full co-operation of the householder and appreciation of the original complainant. (*Performance marker 3*).



Before

National Theatre of Scotland (NTS) currently make and store their work in rented buildings in four locations spread across Glasgow. These premises are cramped, with inadequate access and provision for disabled staff, artists and participants. NTS identified a need to provide a new purpose-built premises. Their chosen site was a former cash-and-carry building accessed from Craighall Road which has been disused since 2002. Sited on the banks of the Forth and Clyde Canal, the building is being completely refurbished and remodelled to provide approximately 3,700 sq.m. over two levels, providing a purpose-built, flexible and fully-accessible facility. It is anticipated that the new facility will play a key role in the development of the cultural quarter within this regeneration area of North Glasgow.

The planning application was submitted while sensitive negotiations were ongoing between NTS and Scottish Canals over the purchase and future use of the site. This created significant complications for the access, car parking and landscaping proposals, which needed to be negotiated and amended during the planning application process. At the same time NTS was under significant pressure to meet challenging funding deadlines for the project, which were dependent on receiving planning permission. At an early stage the Department recognised that the access into the site from Craighall Road required improvement. However a technical solution and funding had not yet been identified.

Forward Planning and Development Management Officers recognised the importance of early engagement with NTS and Scottish Canals. They coordinated discussions with the interested parties and facilitated a series of meetings to negotiate and resolve outstanding issues with the proposals. The Department also provided detailed planning and roads construction advice, and identified public funding for the access improvement works. Throughout the process, Planning Officers maintained a flexible approach to ensure that the required design changes could be accommodated within the original planning application. These actions helped to ensure that NTS were able to meet their funding deadlines, and has enabled the project to proceed. (*Performance marker 2, 3*)



National Theatre of Scotland
Accreditation: Hoskins Architects

The first permanent home for the **Glasgow Women's Library**, recently awarded the title of 'Recognised Collections of National Significance' by Museum Galleries Scotland, was officially opened by the First Minister in November 2105. The building identified for this permanent home was the vacant category B Listed former Bridgeton Library, built in 1903 as one of seven 'Carnegie' libraries donated to Glasgow, which had been vacant since moving to the Clyde Gateway refurbished Olympia Theatre.

The works proposed included the formation of an archive storage and mezzanine level within the reading room and an external lift shaft with metal clad screen designed as a feature art work. The planning application and Listed Building Consent, granted in 2013, also included an extensive refurbishment of the stone façade, slate roof and original timber windows.

As the project proceeded, the proposal evolved to meet the needs of the Women's Library and in line with available funding for the project. Development Management and City Design Officers from the planning service worked with the architects on two revisions to the original consents, in late 2013 and 2014, in a series of meetings and site visits to negotiate amendments and agree on the procedure of non-material amendments and revised Listed Building Consents required, as well as on the discharge of conditions as the project proceeded. Throughout the process, planning officers maintained a constant point of contact for the project and adopted a flexible approach to ensure that the required conservation repairs and design changes could be achieved within the funding and project timescales. (*Performance marker 3, 12*)

Glasgow Women's Library
Accreditation: Collective Architecture

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. Planning and Building Standards are an integrated service under a single Head of Service. Performance issues and service improvements are shared between planning and building standards managers at weekly performance and management meetings. (*Performance marker 12*)

A new organisational structure came into effect on 1 January 2015. This followed a review of the structure which had been introduced in April 2013, involving the creation of an integrated Planning and Building Control Service. The changes saw managers' spans of control expanded to encompass the wider range of functions discharged by the integrated service. This reorganisation was predicated on the principle of continuing to provide a new "smarter" workforce to deliver an improved service with less staff resources, through "smarter" work practices. In February 2016, to reflect the importance of robust governance of the projects and finance associated with delivering the City Deal for Glasgow, an additional team was created and incorporated into the organisational structure of the planning service. [See diagram on Page 5]

- Within the planning function in DRS, teams prepare, produce and monitor the City Development Plan including Supplementary Guidance, and support and contribute towards the Strategic Development Plan. They support greenspace and environmental programmes such as Central Scotland Green Network, Glasgow & Clyde Valley Green Network Partnership, Sustainable Glasgow and the Equally Well 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.
- Development Management is carried out in four teams as described in the management structure on page 3. 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 PPP applications, through the resulting 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*)
- The Enforcement team also works closely with Development Management officers and imbedded within the overall management framework.
- The Local Review Committee (LRC) is supported by the LRC team within the planning function. The team provides an experienced independent Planning Advisor to the Committee outwith the Development Management function, and manages the administration of the local review appeals process. Until April 2016, the LRC team also provided the point of contact, administration and relevant observations for appeals determined by the DPEA (Scottish Ministers). These roles have now been passed to the original Development Management officer to reduce the time taken to provide comments to the DPEA.

Customer and Business Services (CBS) provide the administrative support to the planning services. Although not part of the planning services structure, they provide essential administrative support. Daily issues are addressed directly with the CBS manager and regular fortnightly meetings, or more often if required, take place between the CBS manager and a Planning and Building Standards Group Manager to discuss broader process and development issues.

The **West of Scotland Archaeology Service (WoSAS)** is hosted by the City Council planning service:

WoSAS is a local authority shared service delivering curatorial advice to 10 councils and a National Park Authority in West and Central Scotland. The team maintain the Historic Environment Record (HER) for each member authority, and make information from it freely available to the public online. The service supports member authorities in the discharge of their responsibilities for the historic environment, which largely arise through the planning system. In addition to responding to the planning services' consultations, the service further facilitates sustainable development by providing information and advice to other council departments and to developers and their agents. The service liaises with national agencies on heritage matters, and participates on behalf of the member authorities in various working groups such as the Scottish SMR Forum, the Antonine Wall World Heritage Site working group, the National Parks Historic Environment Working Group and the Regional Archaeological Research Framework for Argyll working group.

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. 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. (*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).

Service Delivery and Workflow Management

Service delivery is managed through the corporate **Annual Service Plan and Improvement Report (ASPIR)** which is reported quarterly to the operational scrutiny committee to ensure that resources are aligned to priorities. 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.

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. Planning and Building Standards management team meets two-weekly. Planning and Building Standards Principals and Team Leaders

meet 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.

Planning Applications Committee meets every two weeks which allows case to be dealt with quickly. Appointed officers attend committee on a rota basis and meet with the Convenor and Vice-Convenor the week before Committee for a pre-agenda meeting. The scheme of delegation is extensive and allowed 98.5% of cases to be decided on a delegated basis rather than by Committee, thus increasing the speed of decisions.

In delivering **City Deal's** infrastructure programme, Masterplanning is central to unlocking long term vacant and derelict sites to ensure that communities' aspirations are realised, certainty is provided for investment and Council objectives, both in terms of wider city regeneration and of City Deal investment and outcomes, are met.

Within the Planning Section Masterplanning is co-ordinated through a strategic urbanist/urban design-skilled team leader. This role co-ordinates a number of skills, and links both the Placemaking and Planning objectives for the sites, the delivery of actual physical interventions (many funded through City Deal) and thus the realisation of the sites for development. The above processes are currently very efficiently implemented thanks to the alignment of existing staff from different parts of the planning service –as well as different departments and services– into a virtual, flexible masterplanning team. This is able to adopt innovative working practices to address priorities and deliver outcomes as well as efficiencies, modifying and adapting through joint working arrangements according to the nature of the challenge. Through an agreed corporate way of working, there is strong collaboration between services in all the stages of the masterplanning process, from the initial knowledge gathering and the formation of a shared strategic brief, to the production and test of concept design and implementation strategies.

Each site is very different and interventions are being tailored to the site. Two examples being taken forward currently are the redevelopment of the Meat Market in the city's inner east end site and Water Row in Govan.

The 'Meat Market' site lies immediately east of Glasgow City Centre forming the gateway to much of the east end. The 6.2ha site has been substantively vacant and derelict for many years following the relocation of the Abattoir in 2001 and other industrial uses as well as an abortive road scheme. Previous proposals to redevelop the site failed after 2008 and the high level of up-front investment required to bring any development forward has prohibited any development taking place.

The Calton Area Development Framework 2012 which was developed in conjunction with members of the local community and other stakeholders identified the continued blight of this site in severing local communities and also noted concerns about the condition of the derelict category B listed Abattoir sheds. In recognition of this and the economic opportunities for redevelopment the site was identified as a critical component for infrastructure investment under the City Deal Collegelands and Calton Barras programme, as well as opportunities for residential development funding. In recognition of the fact that the 'market' alone would not develop the site and that investment needed to be de-risked in order to happen, a Masterplan for the site is being



Meatmarket

developed by the City Council. Central to this is developing a delivery model where infrastructure 'platforms' are put in with sites then marketed with different briefs for external investment. The potential use of 'plot passports' in bringing certainty to the development process is also being explored.

Aside from this a SUDS strategy is also being developed to incorporate a new active travel route through the site linking the inner east end of the city with the City Centre itself. As well as residential and commercial opportunities for the site, potential heritage and community-led redevelopment of the B listed shed itself is also being explored with an adjacent Housing Association and a Building Preservation Trust. City Deal investment is programmed to commence in 2018 with development in a number of phases thereafter which will ultimately result in a vibrant mixed use new community, and remove this barrier between the east end and the City Centre whilst achieving City Deal objectives in terms of economic growth.

Water Row

Water Row, the historic heart of Govan, is now largely vacant being mainly used as a surface level car park with vacant ground but also housing a show people's site. The site is a critical component of the community-led Central Govan Action Plan with its positive reuse having been identified by the local community as a major issue in the physical redevelopment of Govan and is noted within the Housing Land Supply as having capacity for 100

houses. Additionally the site will form the south bank connection of the proposed new pedestrian and cycling bridge being taken forward as part of the City Deal infrastructure programme linking north to the West End and an improved network along the riverside to the city centre. In recognition of this and the range of community aspirations a masterplan process is being taken forward and being led through officers within the planning service. This is commencing with the launch of the Govan Vibrant Town Centre Strategy being taken forward by **Central Govan Action Plan** (see Case Study p27). This Strategy will be co-produced with the local community and other stakeholders to create a realisable vision for Govan Town Centre for the next 10 years and explicitly recognises the major vacant site, Water Row, at its core.

Site investigations are commencing and various options being modelled to raise aspirations for the site and 'start the conversation'. A baseline analysis is also to be undertaken on the current use of the site to ensure that any new uses do not detract from the vitality of the Town Centre.

In both cases, ensuring that City Deal's infrastructure investment is integrated within the planning process should not only ensure that City Deal's objectives in terms of project delivery and economic outcomes are met, but that also these interventions will have maximum benefits in the long term regeneration of the city. (*Performance marker 3, 11, 12, 13*)

Water Row

P2: 2.4: Culture of Continuous Improvement

Joint working and benchmarking to share good practice between local authorities takes place on a regular basis. Glasgow takes part in the Heads of Planning Scotland (HOPS) Society of Local Authority Chief Executives and Senior Managers (SOLACE) benchmarking family group. (Performance marker 13)

Glasgow City Council planning service plays an active role in various other inter-authority groups such as Heads of Planning Scotland subgroups (including the Development Plans, Development Management and Performance and Practice Subgroups) and the Local Authority Urban Design Forum. These groups are invaluable in sharing good practice, suggestions and results of research. (Performance marker 13)

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

Staff Development plays an important part in continuous development. Staff are given feedback from benchmarking and other similar events to cascade information and are also given the opportunity to attend relevant internal and external training courses and events. A team of designated planning officers have been given responsibility for highlighting relevant events and organising peer feedback from those attending seminars or workshops. (Performance marker 12)

Service Improvements as set out in the PPF have been used as a tool for measuring continuous improvement and this ongoing list is added to, monitored and implemented during the year (see Part 4 for summary). (Performance marker 6)

A Development Management Forum meets regularly to allow development management managers to discuss and address current planning issues and their implications, including legislative and policy changes, IT support requirements and staffing and management priorities. (Performance marker 6)

Inhouse training and discussion forums have been held for staff on a variety of topics, including residential land supply, heritage repair techniques and district heating.

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, team and individual goals and objectives, it also provides a method of managing behaviours and outcomes, fostering effective working relationships and continuous improvement. All planning staff take part in discussions every 6 months with their line managers to discuss areas such as; performance, quality & continuous improvement, customer care/service, teamwork, communication, managing change, time management, leadership and people management. (Performance marker 6, 12)

Throughout 2015-16, planning and service development representatives have attended meetings and seminars, hosted by the Scottish Government, to be informed of the progress of the programme to build a new ePlanning portal. Following the launch of ePlanning.scot on 13th January 2016, which replaced the ePlanning.

Scotland portal launched in April 2009, Glasgow City Council completed a short survey on request from the Scottish Government, to help them collect and collate lessons learned under a number of aspects of the ePlanning project. They stressed the importance of input from all partners and the City's planning service summarised their experiences and made constructive improvement suggestions. Engagement in this programme will continue, as it will deliver the technology the planning service requires to further streamline planning processes. We are keen to see how it aligns to other major system and process developments in Glasgow, such as mobile working and 3D technology. (Performance marker 13)

The Uniform System and Document Management System (DMS) are scheduled for upgrade this year to continue to align with departmental priorities. All planning staff are continuing to benefit from the roll out of new devices (hybrid laptops/tablets and PCs) last year, deployed as part of a departmental wide Refresh Programme.

The introduction of these new devices has allowed further agile working, allowing officers to be more efficient and effective in the assessment of their applications. (Performance marker 12 & 13)

Legacy cases have again been monitored during the year by case officers who are proactively seeking to have applications withdrawn or refused if legal agreements are not concluded within 6 months of being sent to developers. (Performance marker 4 & 14)

In November 2015, as part of UN International Year of Light and Light Technology, Glasgow hosted the 'Cities Under the Microscope' conference as part of their involvement in the LUCI (Lighting Urban Community International) Network.

The main purpose of the international event is to examine how a City has tackled the issues of urban lighting with a view to sharing knowledge and experience. It typically takes the form of a 2 day international conference, with site visits and opportunities for knowledge exchange and public 'fringe' events.

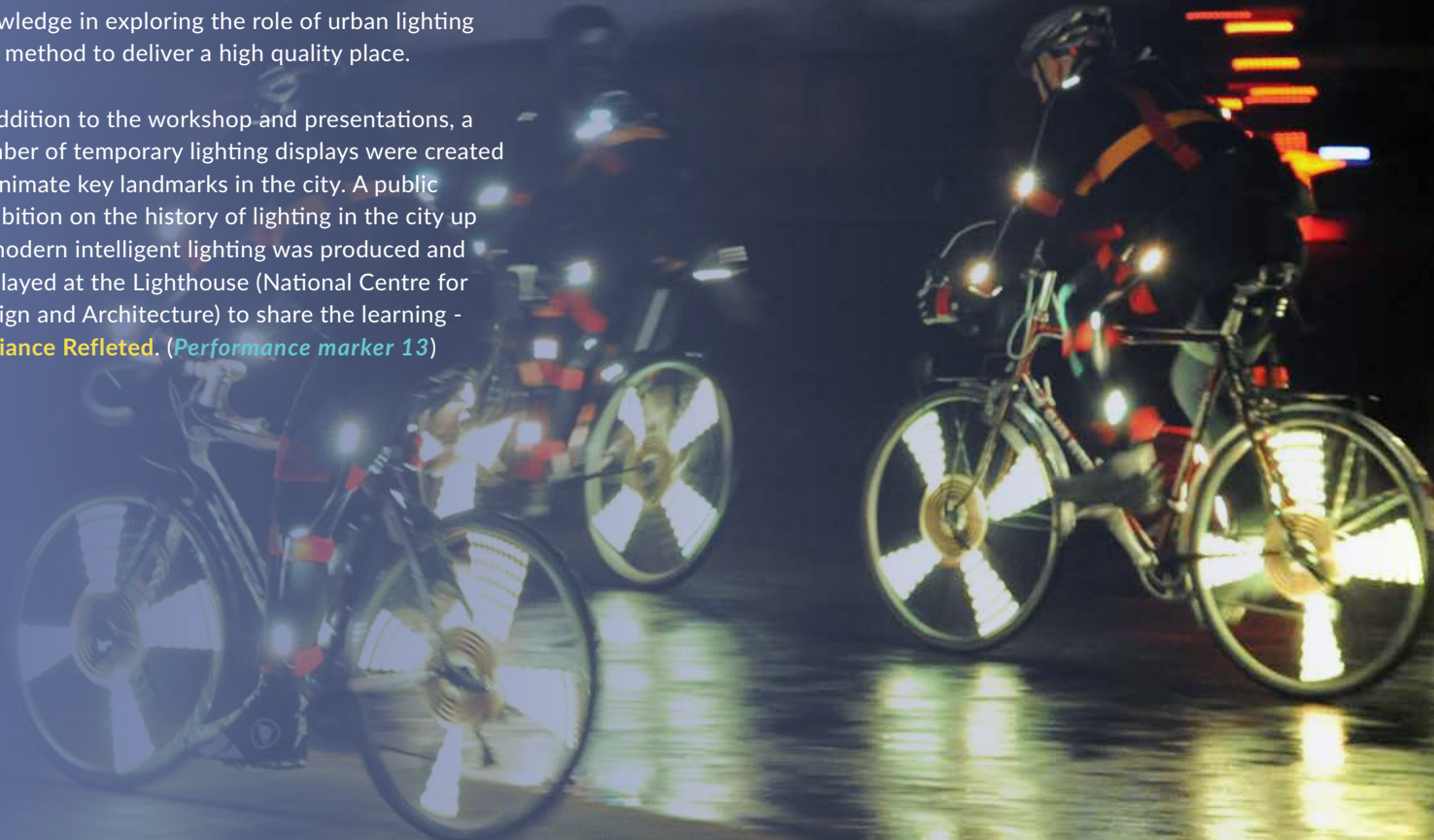
The Glasgow conference involved presentations on a number of key planning projects including the 'Linked Via Light' project; the Canal Regeneration (both featured in last year's PPF); the City Centre Strategy; and Sighthill Masterplan.

As part of the Glasgow conference's second day, a hands on workshop was held in partnership with Glasgow City Council, Strathclyde University and Philips Lighting. This involved officers working in spatial planning, masterplanning and lighting to work with international delegates to design a lighting scheme which could align with the masterplan for Strathclyde University campus and deliver the strategic aims of the Council, City Development Plan and City Centre Strategy.

The winning teams from the three areas of focus were then assisted by Philips Lighting staff at the lighting studio set up in the former Architecture

Building of University of Strathclyde, to create their temporary lighting installations. This practical experience from design, development and delivery allowed the participants to gain hands on transferable skills, experience and knowledge in exploring the role of urban lighting as a method to deliver a high quality place.

In addition to the workshop and presentations, a number of temporary lighting displays were created to animate key landmarks in the city. A public exhibition on the history of lighting in the city up to modern intelligent lighting was produced and displayed at the Lighthouse (National Centre for Design and Architecture) to share the learning - **Rediance Reflected**. (Performance marker 13)



Ghost Peleton

The Town Centre Action Plan (November 2014) was the Scottish Government's formal response to the National Review of Town Centres that it commissioned in 2013. It sets out various actions to bring a focus on town centres. One of its themes is Proactive Planning and seeking simple, encouraging and pro-active planning policy to support vibrant town centres. The Scottish Government committed in the Action Plan that they would "identify pilots with interested planning authorities who wish to consider collaboration and test approaches which could help simplify planning processes in town centres." The Central Govan Action Plan, which won The Silver Jubilee Cup 2014, was identified as one of the first Town Centre Planning Pilots case studies and was undertaken by Yellow Book on behalf of the Council and Scottish Government.

The Central Govan Action Plan (CGAP) is one of Scotland's most celebrated regeneration success stories. Originally launched in 2006, it has delivered investment totalling around £90m in new housing, refurbished homes, restoration of historic buildings, shopfront improvements and public realm projects, as well as a range of business, training and other community initiatives.

Central Govan Action Plan Case Study commissioned by Glasgow City Council in partnership with the Scottish Government, documents the Central Govan Action Plan story, focusing on the initiative's achievements and its distinctive way of working. As well as reviewing documents and reports it used online and face-to-face surveys to gather the views of stakeholders, local businesses and local people assembling a substantial body of qualitative and quantitative evidence.

The views expressed were overwhelmingly positive. Before CGAP, Govan appeared to be in terminal decline but now it is on the way back, with new homes, quality workspaces, historic buildings and traditional shopfronts restored. Govan Cross has been transformed. The town is busier and these changes have created "a feel-good factor" and given local people "a real sense of hope and expectation".

Critical elements of the CGAP which have delivered success have been identified. These include the appointment of a dedicated project manager, the active engagement of the community and key community organisations on the Steering Group, a pivotal role for Glasgow City Council who provided leadership, resources and expertise, funding partners who have backed the initiative with significant investment, and a long term perspective. *(Performance marker 12, 13)*

Cafe 13

Accreditation: Peter St Martin for Govan Cross THI

Introduction

The Land Art Generator Initiative Glasgow is the City's first urban design process which has sought to explore what a utility-scale renewable energy project for Glasgow would look like, if the design process was led by local artists, architects, landscape architects and urban planners, working in collaboration with engineers and scientists.

The Land Art Generator Initiative (LAGI), established in 2010, is an international design process (held in United Arab Emirates 2010, New York City 2012, Copenhagen 2014 and Los Angeles 2016) which has created a new portfolio of ideas for cities and urban landscapes by providing a platform for interdisciplinary teams to conceive of renewable energy power plants as creative placemaking opportunities for public space. The installations designed have the ability to offer added social, cultural and economic value to neighbourhoods and cities, in addition to producing carbon-free electricity.

Background

Following discussions between the Glasgow City Council Planning Department and the Land Art Generator Initiative Directors, the Port Dundas area of the city was identified as a potential location for the Glasgow competition.

The area, currently undergoing pioneering regeneration, is supported by the Canal Regeneration Partnership. In April 2014, a Planning

Charrette was carried out. During this, the community and local stakeholders highlighted the desire for a landmark which would draw people up and in to the area and also symbolise the creative and sustainable aspirations of the Canal Corridor.

Land Art Generator Initiative Process

In summer 2015, a database of local artists, architects, urban designer and key organisations were identified. In August 2015, a briefing session was held and 12 high quality 'Expressions of Interest' were received from a range of consortium teams including landscape architects, architects, artists, poets, engineers, science educators.

The selection panel, made up of representatives from the Canal Regeneration Partnership Board and other key officers such as Ian Gilzean, Scottish Government, selected three teams to proceed to the next stage of the process.

Each of the invited LAGI Glasgow teams includes an interdisciplinary grouping of local-based practices paired with one past international LAGI competition team. The teams included architects from New York, Los Angeles and Berlin. In mid-November 2015, all teams (including the international partners) attended a three day orientation workshop in Glasgow. This was designed to provide a platform of shared knowledge for the teams to commence their proposals. During this, the design brief was released to all teams and a series of site visits and spatial context presentations



LAGI Site Walk November 2015

were held. These included presentations from the Dundashill Masterplan Team, Sighthill Masterplan Team (adjacent neighbourhood to Port Dundas) and Glasgow's Future City/SMART programme.

Submissions

In late January 2016, each team submitted a LAGI Glasgow concept proposal for the Dundas Hill site. As listed below, these were titled:

WIND FOREST - ZM Architecture Team

WATERGAW - ERZ Studio Team

DUNDAS DANDELION - Stallan
Brand Architectural Design Team

Outcome Communication and Dissemination

The outcomes of the competition were displayed at a public exhibition in the Lighthouse, running from 9 June to 29 July 2016. This forms part of Glasgow's contribution to the national Year of Innovation, Architecture and Design 2016.

The LAGI Glasgow process featured at the Central Scotland Green Network Conference, focused on the role of art and creativity in supporting regeneration. Currently the LAGI Directors are promoting the 'Glasgow's model' of LAGI to other cities in the United States interested in delivering energy infrastructure which is integrated in to a placemaking process. ([Performance marker 12, 13](#))



Dundas Dandelion

International Delegations Hosted by Glasgow

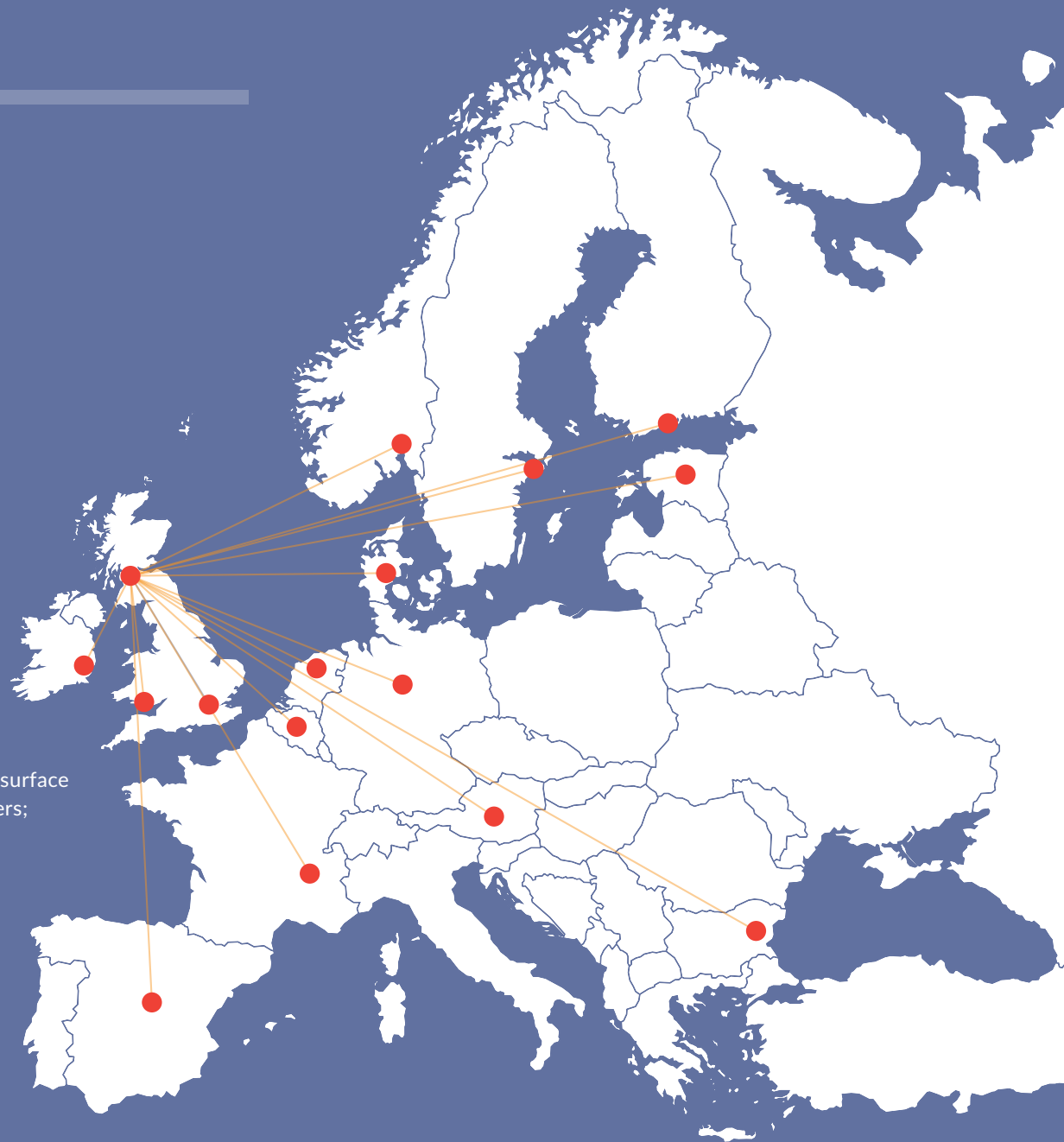
The City of Glasgow, in fulfilling its role as a world class city, has been active in sharing examples of best practice with planners, architects, officials and politicians from all around the Globe. In the spirit of sharing learning through dialogue, the city has hosted a number of delegations with an interest in developments in planning and urbanism being made in Glasgow. In the past year, visitors have come from as far afield as China and Finland.

Highlights have included;

A visit of a French delegation from the Agence d'Urbanisme de la Region Grenoblaise, who came to learn about place based urbanism and the evolution of dynamic urban policies in Glasgow;
Hosting a delegation of Austrian planners and politicians, who had a particular interest in funding mechanisms and community involvement techniques which have been used in physical regeneration and housing in Glasgow;

- A Finnish group from Helsinki visited in April 2015 to gain an insight into the emerging City Development Plan and in particular its focus on placemaking;
- Glasgow City Council's pioneering work with the British Geological Survey on subsurface planning has been shared with officials from Oslo, Cardiff and London among others;
- Teams from Shenzhen in China and The Netherlands came to learn about the on-going regeneration and transformation of Glasgow.

As covered in its own case study, the work the Council has undertaken with the **Land Art Generator Initiative**, (L.A.G.I.), has brought American architects from New York, Los Angeles and Pittsburgh to the City, allowing for the exchange of creative ideas across the Atlantic. Similarly covered in more detail in its own case study, the city hosted the L.U.C.I. **'Spotlight on Glasgow'** conference in November 2015, which brought together officials and experts from three continents in the city for a series of successful events on urban lighting.





Two planning officers from Glasgow recently visited Aalborg in Denmark to learn about district heating initiatives that had been undertaken in their city. The information gathered will be useful for the successful implementation of such schemes in Glasgow, and the formation of relevant Supplementary Guidance.

The growing numbers of international delegations hosted by the city show Glasgow's world standing in the field of planning and urbanism. (*Performance marker 13*)

Part 2 of this report was compiled, drawing on evidence from the following sources. Click on a tile to take you directly to the document or website described.

GLASGOW CITY COUNCIL STRATEGIC PLAN	REFRESHED STRATEGIC PLAN	ASPIR	TRANSFORMATION STRATEGY AND PROGRAMME	NATIONAL PLANNING FRAMEWORK 3	CLYDEPLAN (SDP)
CITY PLAN 2	GLASGOW CITY DEVELOPMENT PLAN	ENFORCEMENT CHARTER	GLASGOW CITY COUNCIL WEBSITE	DESIGN GUIDE FOR NEW RESIDENTIAL AREAS	COUNCIL COMPLAINTS POLICY
ANNUAL REPORT TEMPLATE	PLACE STANDARD	GLASGOW AND CLYDE VALLEY CITY DEAL	NATIONAL THEATRE OF SCOTLAND	CALTON AREA DEVELOPMENT FRAMEWORK	CENTRAL GOVAN ACTION PLAN
STALLED SPACES	LINKED VIA LIGHT	CITY CENTRE STRATEGY	SIGHTHILL MASTERPLAN	RADIANCE REFLECTED	LAND ART GENERATOR INITIATIVE
LIGHTING URBAN COMMUNITY INTERNATIONAL	SCOTTISH AWARDS FOR QUALITY IN PLANNING	THE BRITISH COUNCIL FOR OFFICES AWARDS 2015	GLASGOW INSTITUTE OF ARCHITECTS AWARDS 2015	GLASGOW WOMAN'S LIBRARY	ABSTRACT OFFICE DEVELOPMENT
GATE LODGE, EASTERN NECROPOLIS	ST LUKE'S CHURCH	THE METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP	GLASGOW & CLYDE VALLEY GREEN NETWORK PARTNERSHIP	CENTRAL SCOTLAND GREEN NETWORK	CANAL PARTNERSHIP
	CLYDE GATEWAY	BUSINESS IMPROVEMENT DISTRICTS	THE SEVEN LOCHS PARTNERSHIP	THRIVING PLACES	

Headings	Commitments	Performance marker
Quality of outcomes, Governance & Culture of continuous improvement	Create a suite of graphs in UNIFORM Enterprise for the Planning Module, to support monitoring of workload and performance by planning officers and managers.	1, 6, 12
Quality of service and engagement	Adopt the recommendations of the Customer Service Report. This report was produced following a commitment in Part 4: Service Improvements 2015 – 16, in last year's PPF.	3, 11, 12
Governance	Develop a Business Plan for the planning service to deliver on its role within Development & Regeneration Services (DRS). The Plan will examine Context, Performance Framework Key Themes, Our People & Culture, Work Programme & Work Flow, Partners & Relationships in Delivering our Service and Communications.	12
Quality of outcomes & Culture of continuous improvement	Create electronic workflow to support full electronic processing of applications.	6, 12
Quality of outcomes, Quality of service and engagement & Culture of continuous improvement	Review on-line consultation responses to automatically update UNIFORM, thus reducing the need for administrative support to record, scan and index responses.	6
Quality of outcomes & Culture of continuous improvement	Introduce electronic vetting as part of the planning decision process.	6, 12
Quality of service and engagement	Improve Councillor engagement regarding planning enquiries, in collaboration with their liaison staff. Develop guidance and an improved checklist.	6
Quality of outcomes & Culture of continuous improvement	Review of the format and content of reports relating to the determination of planning application.	6, 12
Quality of outcomes & Culture of continuous improvement	Organise a Customer Stakeholder Event to seek feedback on Service delivery.	3, 12
Quality of outcomes & Culture of continuous improvement	Continuing commitment to complete improvements commitments identified in 2015 -16 as Continuing.	Several

4.2: Delivery of Service Improvement Actions in 2015 - 2016

Headings	Commitments	Action and Evidence	Performance marker	Completed
Certainty	Improve how we handle Stopping up Orders by reviewing guidance, streamlining the process and providing resilience.	This is work in progress and will be completed in 2015-2016 due to reassessment of other DM Service Development priorities.	12	Continuing
Certainty	Develop the High Hedges Module in our database (Uniform).	Service Development have reviewed the use of the High Hedges module and have advised this is not the best solution at this time. Applications for High Hedges will be recorded in Development Management module. Should the application progress to Notice, a case will be recorded in the Enforcement module. This item should be marked as completed.	12	Not Req.
Efficient and Effective Decision Making	Develop a suite of reports from the new database (Uniform Enterprise), in collaboration with planning staff and Service Development colleagues, to support the monitoring of workload and processes to improve throughput and performance.	This work has been completed in the respect that reports that were issued to Principals and Managers prior to the introduction of Enterprise have been completed as Workload Reports. Further development for next year is to create Graphs for the Planning Module. This is being worked on now and will be completed by late summer 2016	1, 6, 12	Yes
Communications, engagement and Customer Service	Review of all aspects of the planning service engagement with customers and providing recommendations for improvements.	An Intern was employed from June – August 2015, to carry out a review. A comprehensive report was presented to planning managers. The recommendations contained in the report are now included in 4.1: Service Improvements 2016 – 2017.	3, 11, 12	Yes
Culture of Continuous Improvement	Work with Service Development colleagues to develop planning econsultation process.	This can be marked as completed. All planning consultations are now issued by email where an email address has been provided by the consultee.	6, 12	Yes

Headings	Commitments	Action and Evidence	Performance marker	Completed
The following is an update on commitments carried forward as continuing in last year's PPF.				
Certainty	Formalise an internal process with regard to processing agreements and look to record details electronically (UNiform).	This will be included in the Planning Decision process currently under development and is due for completion late summer 2016	2	Continuing
Financial Management and local governance	Set up a system of tracking fines imposed by a fixed penalty notice by the Enforcement Team.	Will be implemented when a formal system to record and recover monies due has been identified. This is due for completion late 2016	6	Continuing
Open for Business	Advice and guidance to planning officers to input data into an electronic pre-application module (UNiform).	Due to other DM Service Development priorities delivery of this has been rescheduled for completion by late summer 2016	3	Continuing
Culture of Continuous Improvement	An electronic database for the Planning Service to be developed with Service Development colleagues, to be available to all planning staff.	This is still work in progress and will be continued through to 2016-2017	6	Continuing
Culture of Continuous Improvement	Develop a pro forma and shared spreadsheet between the Planning Service and Legal Services to monitor Legal Agreements.	Discussions are continuing. Issues had arisen regarding access rights, however, this has now moved forward and direct access to the Uniform system for Legal Services is now being explored.	4, 12	Continuing

A: Decision-making timescales (Based on "all applications" timescales)

Category	Total number of decisions 2015 - 2016	Average timescale (weeks)	
		2015 - 2016	2014 - 2015
Major developments	32	25.7	30.2
Local developments (non-householder)	818	12.2	12.4
• Local: less than 2 months	63.9%	7.5	7.7
• Local: more than 2 months	36.1%	16.0	18.1
Householder developments	748	8.8	8.6
• Local: less than 2 months	73.8%	7.6	8.1
• Local: more than 2 months	26.2%	12.5	12.3
Housing developments	158	15.3	19.5
Major	12	30.5	37.2
Local	146	14.1	19.5
• Local: less than 2 months	41.8%	7.4	7.7
• Local: more than 2 months	58.2%	19.0	27.4
Business and industry	119	11.9	10.9
Major	4	16.2	28.1
Local	115	11.7	10.4
• Local: less than 2 months	54.8%	7.5	7.5
• Local: more than 2 months	45.2%	16.7	14.8
EIA developments	1	27.0	26.2
Other consents *	93	6.7	7.8
Planning/legal agreements **	53	25.8	41.1
• Major: average time	15	31.6	56.9
• Local: average time	38	23.5	36.0
Local reviews	36	9.3	8.9

B: Decision-making: Local review and appeals

Type	Total number of decisions	Original decision upheld			
		2015 - 2016		2014 - 2015	
		No.	%	No.	%
Local reviews	36	14	52.8	24	68.6
Appeals to Scottish Ministers	46	17.5	38.0	18	56.3

C: Enforcement Activity

	2015 - 2016	2014 - 2015
Cases taken up	532	536
Breaches identified	423	468
Cases resolved	323	452
Notices served ***	34	58
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

* Consents and certificates:

Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated

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

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

D: Context

Glasgow City Council is committed to continuous service improvement and can report that the average number of weeks to determine all applications has reduced from 11.0 weeks in 2014-15 to 10.7 weeks in 2015-16. To further illustrate increasing performance, 4 graphics of key areas of performance have been produced to compare 2015-16 performance against last year's PPF.

Table A:

Particular improvement was seen in the average number of weeks to determine the following. Note last year's statistics in brackets.

- **Major Developments**
25.7 weeks (30.2), from 32 applications (30).
- **Local Developments (non-householder)**
12.2 weeks (12.4), from 818 applications (853).
- **Housing Developments**
15.3 weeks (19.5), from 158 applications (112).
- **Planning/Legal Agreements**
25.8 weeks (41.1), from 53 applications (29).

There has been a slight increase in the average weeks to determine Householder Developments, from 8.6 weeks last year to 8.8 weeks this year. This may partly be due to a higher volume of applications, increasing from 651 last year to 748 this year, which amounts to a 14.9% increase.

There was, however, another factor that had a more severe effect on Householder performance figures, which was the failure of the Council's IT system on 15th December 2015.

Applications with a 8 week target which are subject to public comment, including householder applications, were more severely impacted by the IT issues due to time taken to get the system back to normal, which was not until 22nd February 2016.

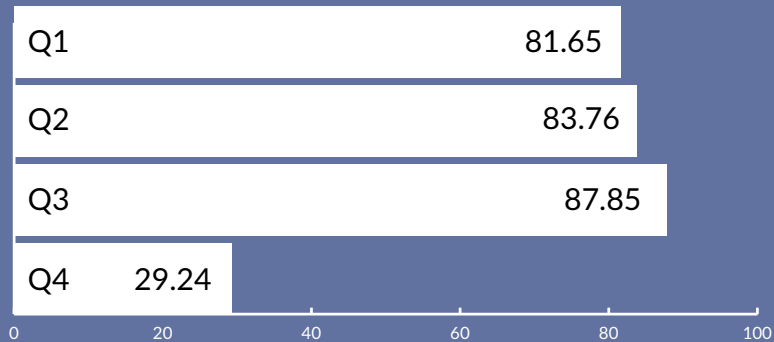
The IT issues had a huge impact on planning performance generally through the 4th Quarter. Normal working practices for the planning service were suspended over the course of the failure (Tuesday 15th December – 22nd February 2016) and resulted in a total of 812 applications being affected, which amounted to 29% of total applications received up until the failure.

During this period neighbours could not be notified, public access was not available and some documents were corrupted or unable to be found.

This was such a significant event that Richard Brown, Executive Director, DRS, wrote to John McNairney, Chief Planner, Planning and Architecture Division, The Scottish Government, on 4th March 2016, to make him aware of the IT problems Glasgow City Council had encountered and forewarn him of the impact this will have on planning performance in the 4th Quarter 2015-16 and the anticipated further impact on the 1st Quarter 2016-17.

A comparison between our performance in the first 3 Quarters and the 4th Quarter 2015-16, illustrates clearly the impact of the IT issues, with historic low performance figures being reported in the 4th Quarter.

Householder Developments determined within 2 months



It was reported over the last 2 years, that the planning service had implemented a new organisational structure, designed to provide a streamlined workforce and providing an improved service with less staff resources through 'smarter' working practices. This continues to be a factor influencing our improved performance statistics along with better governance and monitoring of planning officer caseload. The better use of technicians for the vetting of applications, which was a Service Improvement Action commitment for 2014-15, continues to have an effect, particularly reducing the time taken for a planning officer to receive an application.

Table B:

In relation to Local Review Committee appeals, 52.8% of the original decisions were upheld (appeals dismissed). This is a lower number than the previous year. This situation was also reflected in the number of decisions upheld by the Reporters in DPEA appeals where only 38% of original decisions were upheld. The background to this trend is being analysed to provide learning points for decision making and also policy formulation for Supplementary Guidance.

Until April 2016, the LRC team also provided the point of contact, administration and relevant observations for appeals determined by the DPEA (Scottish Ministers). These roles have now been passed to the Development Management teams to improve speed of responses to DPEA.



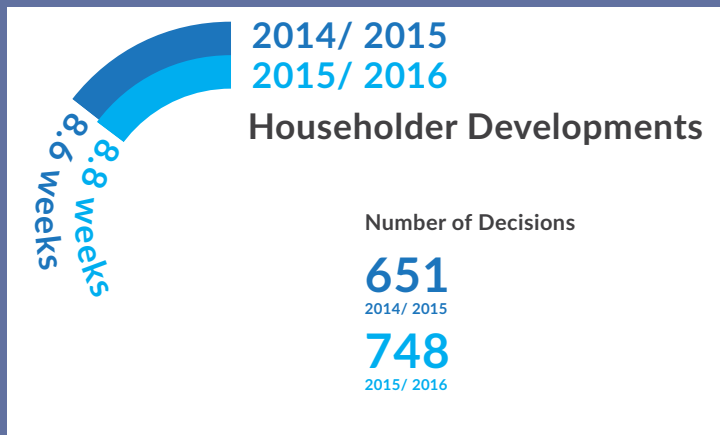
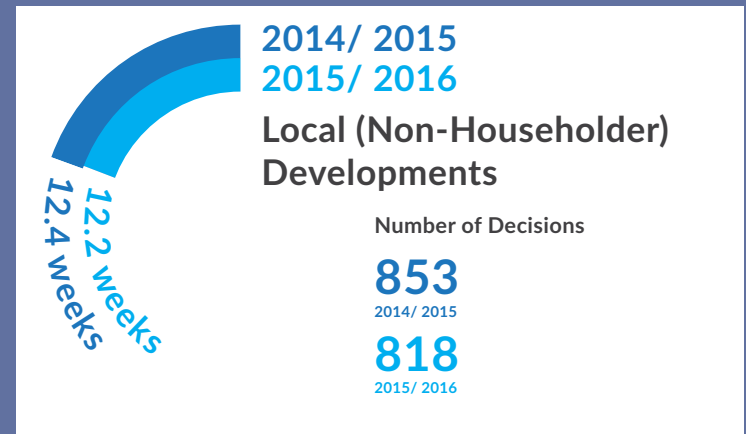
Table C:

The number of cases taken up (reported) is very similar year-on-year, although there has been a drop in the proportion of cases reported which are “breaches identified”, from 87% to 80% of the totals reported. This slightly reduces the need for actions to resolve the breaches identified rather than closing the case almost immediately following investigation. The drop is not significant enough to have a noticeable impact on overall performance.

There has been a drop in performance in relation to the number of cases resolved year on year from 84% to 61%. There has also been a reduction in the number of formal Notices served, falling from 11% to 6% of the total cases received, although this may be attributed to the overall percentage of breaches identified dropping from 87% to 80% (as noted above).

In any case, the actual number of formal Notices served is not necessarily an indicator of good performance, but the timescale for making a decision to take action, or not, would be. This is why the Council’s Enforcement Charter (adopted in April 2016) introduced a target to inform the complainant of the outcome of the case within four months of the acknowledgement date, providing a decision on whether or not formal action is considered necessary.

Outside of the targets set by the Planning Enforcement Charter, high priority has been given to dealing with Elected Members queries (MLUs), to ensure response within required timescales. This has been achieved with considerable effort being made to sustain a high level of performance in relation to the service provided for elected members, MPs, MSPs and also to service queries via the Council website DRS Contact Us enquiries. *(Performance marker 5)*



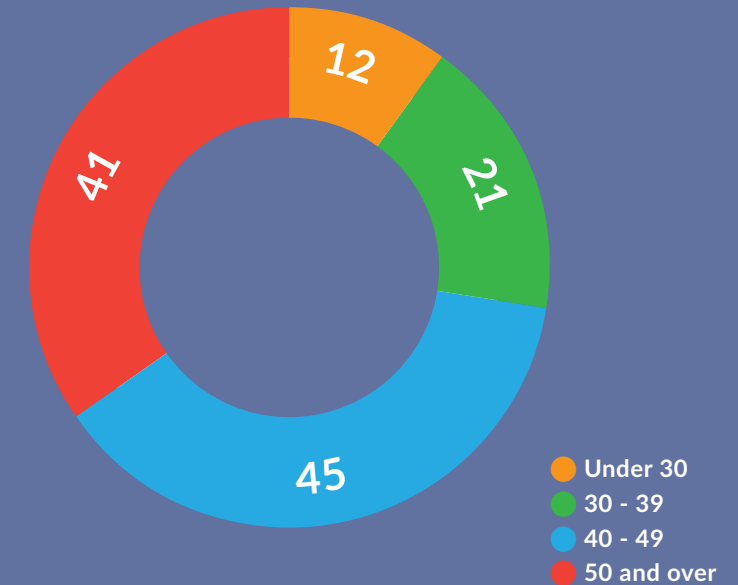
P6: Part 6: Workforce and Financial Information

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

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

		DM	DP	Enforcement	Other *
Managers	No. Posts	6	4	1	6
	Vacant	0	0	0	0
Main grade posts	No. Posts	22	13	7	30
	Vacant	0	0	0	0
Technician	No. Posts	6	5	0	2
	Vacant	0	0	0	0
Office Support/ Clerical	No. Posts	13	1	1	2
	Vacant	0	0	0	0
TOTAL		34	22	8	38
FTE		32.8	19.1	7.6	38

Staff Age Profile



Note: FTE = Full Time Equivalent

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

	Total Budget*	Costs		Income
		Direct	Indirect	
Development management	730,200	2,312,100	308,700	1,890,600
Development planning	1,066,900	1,019,000	47,900	0
Enforcement	385,000	338,700	46,300	0
Other**	907,600	855,800	51,800	0
TOTAL	3,089,700	4,525,600	454,700	1,890,600

* Total Budget shown as a Net Budget total

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

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

Driving Improved Performance

	Performance marker	Evidence	PPF
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	NHIs, Vetting Model (14), Management of caseload (19).	NHIs, Quality Service and Engagement, Governance.
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	Design Guide for New Residential Areas (6, 14, Pre-Application Advice (14), Case Study – Bain Square/St. Luke’s Church (9), Case Study - National Theatre of Scotland (17).	Quality of Outcomes, Quality Service and Engagement.
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 Plan 2 (6), Design Guide for New Residential Areas (6, 14), Proposals presented throughout the year (6), Pre-Application Advice (14), Developers offered payment options (Sect 75 or 69 legal agreements) (14), Case Officer (14), Case Study – Abstract Office Development (7), Case Study – Gate House, Eastern Necropolis (8), Case Study – Bain Square/St. Luke’s Church (9), Case Study – Albus Building (10), Case Study – Newlands Conservation area (16), Case Study - National Theatre of Scotland (17), Case Study – Glasgow Women’s Library (18), Case Study – City Deal Master Planning (22).	Quality of Outcomes, Quality Service and Engagement, Governance.
4	Legal Agreements: resolved within 6 months	Legacy cases (23).	Culture of Continuous Improvement.
5	Enforcement charter updated / re-published	Enforcement Charter (23).	Quality Service and Engagement.
6	Continuous improvement: • show progress/improvement in relation to PPF National Headline Indicators • progress ambitious and relevant service improvement commitments identified through PPF report.	Customer Engagement (13), Developer presentations to Planning Applications Committee (14), Vetting Model (14), Service Improvements (23), Development Management Forum (23), Case Study – Customer Service Report (11).	Quality Service and Engagement, Culture of Continuous Improvement, Quality of Outcomes.

Driving Improved Performance

	Performance marker	Evidence	PPF
7	LDP (or LP) less than 5 years since adoption	Local Plan now more than 5 years old (2009).	NHIs.
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	Glasgow City Development Plan (15).	Quality Service and Engagement.

Promoting the Plan- Led System (Continued)

	Performance marker	Evidence	PPF
9	Elected members engaged early (pre-MIR) in development plan preparation	Developer presentations to Planning Applications Committee (14).	Quality Service and Engagement.
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	n/a at this stage.	
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on (i) information required to support applications and (ii) expected developer contributions	Design Guide for New Residential Areas (6), Design briefs and masterplans (6), Developers offered payment options (Sect 75 or 69 legal agreements) (14), Glasgow City Development Plan (15), Guidance (15), Case Study – City Deal Master Planning (22).	Quality of Outcomes, Quality Service and Engagement, Governance.

Simplifying and Streamlining

Performance marker		Evidence	PPF
12	Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined-up services; single contact; joint pre-application advice)	Partnership working (p15), Customer Engagement (p15), Delivery of Service Priorities (p21), Partnerships (13), Attending seminars & workshops (23), New devices (p25), Case Study – Abstract Office Development (7), Case Study – Gate House, Eastern Necropolis (8), Case Study – Bain Square/St. Luke’s Church (9), Case Study – Albus Building (10), Case Study – Customer Service Report (11), Case Study – Glasgow Women’s Library (18), Case Study – Central Govan Action Plan (25), Case Study – Land Art Generator Initiative (27), Case Study – City Deal Master Planning (22).	Quality Service and Engagement, Governance, Culture of Continuous Improvement, Quality of Outcomes.
13	Sharing good practice, skills and knowledge between authorities	Benchmarking, involvement with HOPS sub-groups, Local Authority Urban Design Forum (23), Stalled Spaces (23), Eplanning meetings & seminars (23), New devices (23), Case Study – Lighting the City (24), Case Study – Central Govan Action Plan (25), Case Study – Land Art Generator Initiative (27), Case Study – International Delegations (29), Case Study City Deal Master Planning (22).	Culture of Continuous Improvement, Quality Service and Engagement, Governance.

Delivering Development

Performance marker		Evidence	PPF
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one year old	Legacy cases (23).	Culture of Continuous Improvement.
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 	Design Guide for New Residential Areas (6), Pre-Application Advice (14), Developers offered payment options (Sect 75 or 69 legal agreements) (14).	Quality of Outcomes, Quality Service and Engagement.





Glasgow City Council
PLANNING PERFORMANCE FRAMEWORK:
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