



NATIONAL PLANNING IMPROVEMENT FRAMEWORK

Performance Assessment

prepared by Glasgow City Council

(Cohort 1)

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Scoring matrix:

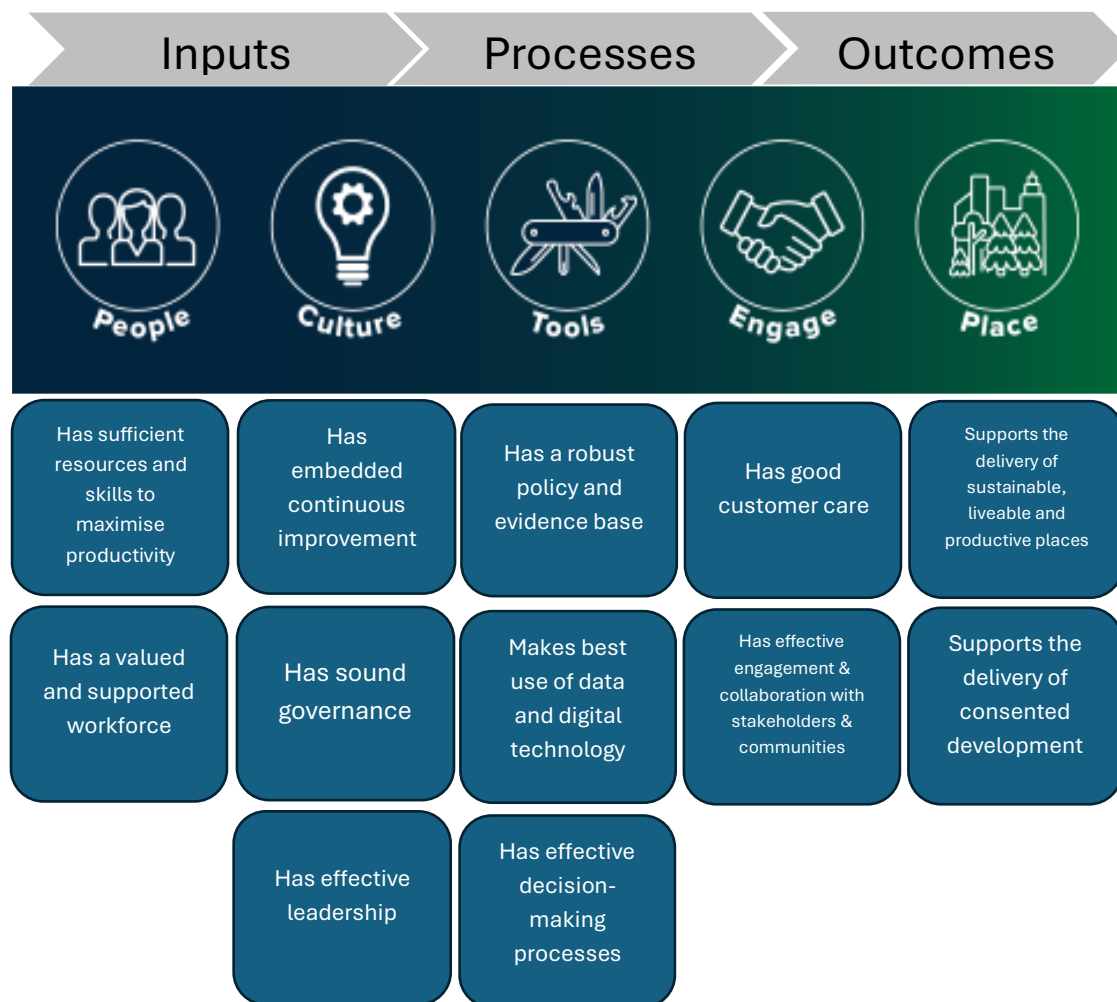
<input type="checkbox"/>	1	Making excellent progress	Consolidate Share learning with others
<input type="checkbox"/>	2	Making good progress	Build upon Increase ambition in targets Share learning with others
<input type="checkbox"/>	3	Making fair progress	Develop Increase ambition in targets Review and improve implementation
<input type="checkbox"/>	4	Making limited progress	Review Review ambition Review approach taken Inform NPI Learn from others
<input type="checkbox"/>	5	No progress	Prioritise Prioritise fundamental review and revisit approach taken. Engage with NPI Learn from others

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Introduction

Glasgow City Council is delighted to share this National Planning Improvement Framework (NPIF) as part of the first cohort for this pilot led by the Improvement Service. As part of this, the Planning Service has undertaken a performance assessment and identified areas for improvement focused on the attributes of a highly performing planning authority which are grouped around the following 5 themes:



The Planning Service in Glasgow is currently undergoing a period of change and transformation due to several key factors. A surge of investment in the city has coincided with significant resource constraints within the Planning Service and substantial changes at senior leadership level. Recognizing these challenges, a business manager was appointed in January 2024 to lead improvements and drive positive change within the service.

Due to time constraints, the improvement action plan included in this NPIF outlines specific improvement actions identified thus far. A more comprehensive service improvement plan is in progress, incorporating feedback and evidence from staff as well as from both external and internal stakeholders.



A high performing planning authority needs to have the right number of people to do the work expected of it with the rights skills set. It also needs to have a strategy to ensure that it retains and recruits the right staff in the future. It supports staff to upskill and to be prepared for changes in policy, legislation, and new circumstances.

ATTRIBUTE 1: THIS PLANNING AUTHORITY HAS SUFFICIENT RESOURCES AND SKILLS TO MAXIMISE PRODUCTIVITY

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have the sufficient level of staff to carry out all activities within the required timeframes?
- Does the planning authority have the ability to carry out all activities within the required timeframes with its current budget?
- Does the planning authority have the ability to carry out all activities within the required timeframes with its current income?
- Does the planning authority received responses from consultees within the prescribed timescale when assessing planning applications?
- Does the planning authority have the ability to access the appropriate advice, expertise, evidence and data it requires?

Narrative

Sufficient levels of staff and ability to carry out activities within the required timeframes

The Development Management function faces significant resource constraints, driven by increased demand for planning services and diminishing numbers of experienced officers. Over the past 3 years, there has been a loss of experienced Planning officers in Glasgow, creating challenges in handling demanding caseloads and increasingly complex applications. While this created opportunities for younger officers to progress their careers, the impact in terms of confidence and capability in dealing with a demanding caseload and increasingly complex applications is considerable, albeit difficult to quantify. The departure of experienced officers not only places more responsibility on those remaining but also diminishes the capacity for other essential work. At the same time there is a smaller and smaller pool of new planners coming through education to join local authorities, compounding concerns over long terms sustainability of the service's resource. This has implications when it comes to finding remedies to these

challenges. Another concerning trend is the migration of planners to energy companies. This resulted in 6 experienced officers leave for promoted or better paid roles in the last 12 months.

Despite efforts to enable the recruitment of replacement staff, the average time to determine applications has unfortunately increased between 2022-23 and 2023-24. (NB this should be read in the context of similar issues and trends across Scottish planning authorities generally)

A strategic resource business case has been presented to the Glasgow City Council Senior Management that addresses immediate staffing challenges and supports long-term sustainability and investment. Several short-term initiatives, including overtime working, staff re-allocation, and employing agency workers, are being pursued to mitigate the staffing crisis. Retention of existing staff is being prioritised with a number of measures being pursued.

In addition to this, the intensity, complexity and extent of planning challenges set the City apart from any other local authority in Scotland. The widespread socio-economic deprivation, lack of market activity in some sectors and shortage of public investment mean that proactive, area-based planning strategies, working in partnership with a wide range of stakeholders and local communities is vital to deliver on the aims of NPF4. This needs to be recognised and properly resourced by Scottish Government – both staff resources, but also capital funds.

Ability to carry out activities within current budget and income

Income from pre-applications and planning applications has increased by 64% last year. The surge in investment in the city has coincided with a significant increase in fees for pre-application consultations, necessitating appropriate staffing to meet service demands and expectations in line with fee charges.

Responses from consultees within prescribed timescales

Only 5 applications determined in 2023-24 identified an external consultation delay as a reason to “Stop the Clock”. Internal consultations in areas such as Contaminated Land, Flood Risk, Heritage & Design and Environmental Health have been challenging. This reflects the staffing pressures experienced by these areas of the Council. A number of options are currently being pursued to utilise the increased funding of the Planning Service through fee income to address staffing issues with internal consultees. An additional geotechnical officer funded by Planning is currently being recruited to support consultations in relation to contaminated land and flood risk. The recruitment of a conservation officer/ architect aligned to the Planning Service is currently also being pursued.

ATTRIBUTE 2: THE PLANNING AUTHORITY HAS A VALUED AND SUPPORTED WORKFORCE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have a workforce planning strategy in place?
- Does the planning authority have the ability to support staff development and upskilling and send staff on relevant courses?
- Does the planning authority have a deliverable commitment to support staff health and wellbeing?

Narrative

Workforce planning strategy

A strategic resource business case has been prepared encompassing short-, medium- and long-term initiatives to mitigate the current staffing shortage and secure sufficient staffing levels. This will be supplemented by a forward-looking workforce planning strategy considering the career aspirations of younger employees and the retirement intentions of older staff members.

Staff development

Good progress is being made in supporting staff development and upskilling of staff. An internal Planning training webpage has been developed and is regularly updated with a range of training opportunities and courses to support Continuing Professional Development (CPD). Over the past year, planners were able to attend a range of courses including:

- Design Skills for Early Career Planners, RTPI
- Conserving Timberwork and Timber Windows, Historic Environment Scotland
- Scottish Roofing: Materials and Practices, Historic Environment Scotland
- Scotland's Towns Conference 2023, Scotland's Towns Partnership

In addition, 10 Planners have been able to attend the RTPI's Scottish Young Planners' Conference 2024 in Glasgow.

The Planning Service has had a track record of employing graduates with 5 graduates employed in 2022 and a further 3 graduates employed recently. A number of graduates that were recruited in the summer of 2022 have been able to secure permanent posts over the course of the last year. Graduate posts provide these permanent members of staff with opportunities for rotation allowing them to gain experience across the Planning Service to support their development and progression towards gaining chartered status from the RTPI. An example of this is provided at [Appendix 1](#) to demonstrate the good progress made in relation to this.

Regular team meetings provide updates on work-programming, policy and service priorities while also acting as a means of supporting staff and allowing issues to be raised.

Support staff health & wellbeing

To support staff health and wellbeing, Glasgow City Council is providing a free and confidential life management and personal support service (PAM Assist) that is available to staff 24 hours a day, any day of the year. It offers practical information, resources and counselling to help staff balance work, family and personal life.

All opportunities provided to facilitate the support of staff health and wellbeing are regularly circulated to staff within the Service.

Staff engagement

The Planning Service undertook a comprehensive planning staff survey in May 2024. This provided detailed insight into employee satisfaction and identified areas for improvement. To further help to make informed decisions, this was followed up by two staff engagement events in June which were attended by more than 90% of staff. These focused on identifying areas of strength and weakness and to identify improvement actions. The outcome of these will feed into the Planning Service Improvement Plan and a number of working groups will be set up to involve staff in delivering the improvement actions identified.

A number of staff social events are also being organised throughout the year to allow opportunities for staff to get to know each other and socialise.

Improvement Action Plan (People theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
1. The planning authority has sufficient resources and skills to maximise productivity	4
2. The planning authority has a valued and supported workforce	2

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Implementation of resource business case to address immediate staffing challenges and support long-term growth and investment. This includes short to medium term measures in relation to recruitment, staff retention, training and upskilling not only in Planning but also in other Council services that support the Planning function	Business Manager	High	Short to medium term	Planning management team, Planning staff, HR, Organisational Development, staff from other service areas. Liaison with Universities, Colleges, RTPI, HOPS and other local authorities
Preparation of long-term workforce planning strategy following the	Business Manager	Medium	Medium to long term	Planning management team, Planning staff, HR,

implementation of the resource business case, taking into consideration age profiles and succession planning, upskilling needs to deal with the demands of NPF4, staff retention plans and implementing actions such as staff exchanges with other authorities, enabling apprenticeships/ work placed degrees				Organisational Development. Liaison with Universities, Colleges, RTPi, HOPS and other local authorities
Set up staff led working group within the Planning Service to drive forward a range of improvement actions identified from the staff survey and the staff engagement days, such as mentoring, training, upskilling, information sharing	Business Manager	High	Short to medium term	Staff led working group consisting of Planning staff from a range of teams within the Planning Service



A high performing planning authority has a positive culture through ensuring it has sound governance, effective leadership and a commitment to continuous improvement. The authority has an identified chief planner, who is supported by a strong leadership group to advise on decision-making, policy and operational management.

ATTRIBUTE 3: THIS PLANNING AUTHORITY HAS EMBEDDED CONTINUOUS IMPROVEMENT.

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Has the planning authority undertaken an annual assessment of its performance and acted upon areas previously identified as in need of improvement?
- Has the planning authority achieved recognition at relevant awards or through performance accreditation frameworks?
- Has the planning authority engaged in peer review, good practice exchange or improvement activities?
- Has the planning authority addressed any complaints upheld by the Scottish Public Services Ombudsman and have evidence of this and that it has learned from valid cases?

Narrative

Annual assessment of performance

A number of commitments for service improvement were identified in Glasgow's Planning Performance Framework last year. Work on these is continuing with the following progress made to date:

Commitment 1 – Promoting the Plan-Led System

- Updated [Development Plan Scheme](#) prepared and reported this to Committee
- Draft Evidence Report completed and to be presented to Committee in June 2024
- Further development of the Place Hub as an interactive spatial map of the City Development Plan

Commitment 2 – Investing in the Planning Service

- Staff investment has continued through the recruitment of staff over the past year and the continued development of a training programme for staff.
- New team structures have been developed for Development Management based on geographic areas of the City.

Commitment 3 – Improving Customer Service

- Elected members were offered a range of training sessions on design and the Place standard tool. Heritage training for members of the Planning Committee has been undertaken to increase awareness of heritage issues relating to planning applications.
- Presentations on pre-applications were re-introduced at Committee.
- A review of the hearing protocols of the Local Review and the Planning Applications Committee has been undertaken.
- Guidance to enhance customer experience when submitting/ commenting on planning applications is being developed.
- An action plan to capture and monitor improvements across the Planning Service is being prepared.

Commitment 4 – Improving Processes

- A review of the Planning Service webpages as part of the new Council webpage is ongoing to continue to improve their accessibility and ease of use.
- Templates for Reports of Handling and Committee Reports have been produced.

Recognition at awards

A number of projects in which the Service was involved with have received recognition recently:

The Play Sufficiency Assessment project was the overall winner of the RTPI Scotland awards at the awards in June 2024 and has been shortlisted for the RTPI UK and Ireland awards in Autumn 2024.

The Golden Z masterplan for the City Centre won Gold for the Masterplan category at the Scottish Design Awards in June 2024.

The new Stockingfield Bridge was a finalist in the Best Project Category at the RTPI Scotland Awards for Planning Excellence in 2023. University of Glasgow Gilmorehill Campus Development project was a winner in the same category. Glasgow City Council Planning were recognized for their role in supporting the delivery of these projects.

The Glasgow Planning Service won the RTPI UK and Ireland award for the Place Standard Tool (PST) previously, which was developed with Scottish Government and key partners. and other councils have used the tool to create huge changes – building capacity in planning staff and creating cross-service approach to engagement within and out-with their council. The tool is now embedded in National Planning Guidance and is being used across 16 different European Countries, with Norway and Sweden adopting it as the only tool to be used for engaging with municipality services, stakeholders, the public and interested parties. The World Health Organisation even quoted that “The Place Standard Tool is Scotland’s gift to the world.”

Peer review and good practice exchange

The Planning Service regularly engages with other authorities through Heads of Planning Scotland where Glasgow is represented on the Executive, and all the subgroups. Representatives of the Glasgow Planning Service regularly attend HOPS and other forums in order to keep aware of good

practice and this is amplified particularly in relation to the interpretation and use of NPF4. Informal networks are used to reach out to colleagues in other authorities where there is a matter of uncertainty but until this process there has been no formal review of the service improvement plan to allow benchmarking with peers and a baseline for improvement.

However, through the Planning Performance Framework process in previous years the Service has had an annual peer review Partner Authority. This has led to further conversations about best practice and also enabled contacts for further discussion.

Complaints upheld by the Scottish Ombudsman

The Glasgow Planning Service has received no complaints recently that were upheld by the Scottish Public Services Ombudsman.

ATTRIBUTE 4: THE PLANNING AUTHORITY HAS SOUND GOVERNANCE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have an effective scheme of delegation in place?
- Have all councillors who exercise a planning function undergone statutory training and is there evidence of ongoing training for members?
- Have more than x % of officer recommendations have been overturned by councillors at committee or Local Review Body.

Narrative

In 2022 a short life working group comprising members of the Planning Applications Committee, senior planning officers and corporate Democratic Services carried out a review of the role of the Planning Applications Committee and Local Review Committee. The scope of this study was broad and incorporated a comprehensive analysis of the existing scheme of delegated functions relative to a range of drivers in making committee procedures more democratic but also to ensure efficiency of functions. This introduced a range of modifications to the thresholds set in the scheme of delegation but also led to the introduction of an initiative enabling applicants to introduce their emerging Major proposals to the Planning Applications Committee with the intention of bringing members up to speed with emerging development activity in the city.

Scheme of delegation

Glasgow City Council has an effective scheme of delegation which can be found [here](#). This means that over 98% of applications are determined on a delegated basis. The new changes to Clyde Mission in NPF4 mean that all Major applications in the Clyde Mission area now need to be referred to Committee, for a pre-determination hearing, which has reduced the delegation rate for Major applications in this part of the City.

Statutory training is provided to all members of Committee before they are able to participate. However, bespoke thematic training events take place throughout the year covering a range of emerging topics. In recent months members have been taken part in a workshop on residential design along with, sessions on urban design, changes to the Use Classes Order and an FAQ session covering a broad range of topics. A session on Heritage Planning is also being prepared for later this year.

There is regular communication between the Group Managers for Development Management and the Head of Legal and Governance on matters of procedure that may arise to ensure best practice is achieved. The Chair and Vice Chair of the Planning Committee and Group Manager for DM will have regular meetings to review processes and general committee activity to consider how to approach any areas of uncertainty or legal matters.

Local Review Body

47 Local Reviews have been received in 2023/24. 61% of officers' decisions have been upheld at Local Review.

ATTRIBUTE 5: THE PLANNING AUTHORITY HAS EFFECTIVE LEADERSHIP

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have an identified Chief Planning Officer in place?
- Does the Chief Planning Officer advise on corporate decision making and policy within the broader organisation?
- Is the planning authority's Chief Planning Officer a member of the Royal Town Planning Institute?
- Does the Chief Planning Officer advise and support external bodies through engagement in organisations' committees, advisory groups or working groups?
- Does the planning authority have a strong leadership team that supports a culture of continuous improvement?

Narrative

Chief Planning Officer

The Head of Planning, Sarah Shaw, is also the Chief Planning Officer for Glasgow City Council and is a Chartered Member of the RTPI.

The Chief Planning Officer is involved in a wide range of key groups within Glasgow City Council to advise on policy and influence corporate decision making, such as:

- Net Zero Routemap Working Group
- Climate and Sustainability Scoping Group
- Infrastructure Board
- Spatial Development Group
- Clyde Strategic/Operational Group
- Glasgow Canal Regeneration Partnership
- City Development Plan Cross Party Working Group-
- Feminist urbanism Cross Party working group

As well as the internal departmental Senior Management Team, where there is an understanding that there should be a focus on delivery and funding of projects and operations in line with the place principle.

The Chief Planning Officer is also engaged in the following external bodies:

- HOPS Executive, and also vice chair of Performance and Practice Sub Group
- Co-Chair of the Enabling Investment Through Infrastructure working group with University of Glasgow (Glasgow Riverside Innovation District).
- City Centre Task Force

And meets regularly with the Scottish Property Federation and Glasgow Developers Forum (Chamber of Commerce) as well as other stakeholders e.g. Glasgow School of Art, Strathclyde University.

The Planning Service recently appointed a Business Manager to take forward service improvements with a focus on customer service and performance. The Head of Planning works with the business manager and the Planning Leadership Group to foster a culture of continuous improvement and positive collaborative leadership, as well as promoting the planning service outwardly through engagement with the development industry and participation in Glasgow's representation at UKREiiF.

The senior leadership team has recently been restructured to ensure that the Divisional Director responsible for Planning and Building Standards, among other placed based services, has expertise in Planning.

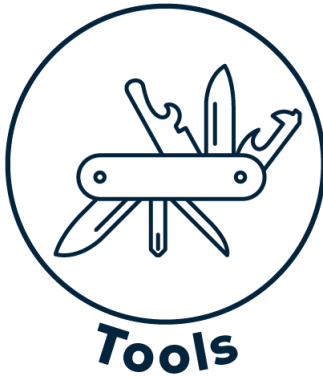
Feedback from customers including the development industry has identified a need for better visibility of the requirements, achievements and processes of the Planning Service, and this is being addressed through our Service Improvement plan.

Improvement Action Plan (Culture theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
3. This Planning Authority has embedded continuous improvement	3
4. This Planning Authority has sound governance	3
5. This Planning Authority has effective leadership	2

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Development and monitoring of a Planning Service Improvement plan that is being developed in partnership with staff as well as internal and external stakeholders. This will also articulate a clear vision and strategic direction.	Business Manager	High	Short term	Planning working group consisting of a variety of staff, Senior Leadership team
Councillor briefings and training on specific subjects as well as the ambitions of Planning in the city to allow a broader perspective on the ambitions of Planning	Business Manager & Group Manager Development Management	High	Short term	DM staff
Development of a Planning intranet page to improve visibility of Planning work to other service areas within GCC and to increase joint working	Business Manager	Medium	Short to medium term	Working group consisting of Planning and Service Development staff



A high performing planning authority needs to have an effective local development plan and other strategies in place to provide a vision for the future of the area. It needs to be able to set and deliver on policy ambitions and priorities by clearly informing decision making and providing certainty and predictability for communities, developers and investment. The authority's development management systems need to be effective in making the right decisions about development and be efficient as possible in doing this. The planning authority makes best use of digital technology and how it manages and uses data.

ATTRIBUTE 6: THE PLANNING AUTHORITY HAS A ROBUST POLICY AND EVIDENCE BASE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have an up to date Local Development Plan in place and/ or is on track to adoption?
- Does the planning authority have an up to date Regional Spatial Strategy in place/ or on track to adoption?
- Has the planning authority's Local Development Plan Evidence Report been approved by the Department of Planning and Environmental Appeals and/ or on track for approval?
- Have the application of the Local Development Plan's policies been found to be deficient at appeal or judicial review?

Narrative

Development Plan & Evidence Report

Glasgow City Council adopted its current [City Development Plan](#) (CDP) in 2017. Work has recently been finalised on [Supplementary Guidance](#) 6 and 12 which will replace interim Guidance and produce Planning Guidance on Co-Living. This work will further update the adopted Plan. NPF4 was adopted in February 2023 and this is being used in development management alongside CDP 2017.

In 2023 a [Development Plan Scheme](#) (DPS) was produced and published for CDP2. It sets out a target to adopt CDP2 in 2027. This is ahead of the 2028 target set by the Scottish Government in order to adopt CDP2 10 years after CDP 2017. The DPS notes that this timescale may change, for example the timescales for the Gatecheck and Examination are outwith the Council's control and implementing a new Planning Act takes time.

Work is progressing on schedule in line with the DPS timescales. The Evidence Report will be submitted to the DPEA during Q1 (April – June 2024). The Evidence Report has been a significant undertaking and provides a range of evidence required by the Planning (Scotland) Act 2019 and Development Planning Guidance.

The finalised [Forestry and Woodland Strategy](#) sets the approach to trees and woodlands in the city within the context of the climate change and biodiversity emergencies. Once approved, the Forestry and Woodland Strategy will be the primary strategy and policy document relating to all woodlands and trees in the City. The strategy, summary of consultation responses and Delivery Plan are attached to this report as appendices. The Strategy is due to go to the City Administration Committee on 6th June 2024.

The Scottish Government introduced, as part of the National Planning Framework 4 (2023) the need for children and young people to be actively involved in the Development Plan process in Scotland. Consulting on housing, transport, retail, economic growth, etc. understandably would not appeal to children and young people. Play Sufficiency Assessments have become a mandatory requirement for all local authorities and Glasgow is working towards meeting the criteria set out by the Scottish Government.

Children experience a range of health wellbeing and educational benefits from outdoor play, and learning in, and connecting to nature. Planning staff have been collaborating with the Centre for Civic Innovation, and Education Services, to pilot a collaborative engagement approach with young people in Glasgow for the Play Sufficiency Assessment. [This approach has been recognised in the 2024 RTPI Awards for Excellence as the overall Winner for Scotland]

Regional Spatial Strategy

Strategic Development Frameworks (SDFs) and Local Development Frameworks (LDFs) act as Spatial Supplementary Guidance for priority areas of the city. They set out a long-term vision for regeneration, support sustainable development and seek to address challenges such as vacant and derelict land. SDFs and LDFs also identify where the preparation of additional guidance (in the form of masterplans, development briefs and design statements) is required to provide further clarity to developers and other stakeholders.

The Council has identified an ambitious programme for regeneration in the city, in line with the Spatial Strategy as set out in the City Development Plan which identifies a number of spatial priority areas in the city for additional planning focus.

This programme is set out in Policy CDP2: Sustainable Spatial Strategy. To achieve this the Planning Service identified the need for supplementary spatial planning guidance to provide a planning framework and guide regeneration in 6 strategic and 3 local priority areas in the city.

The City Council has adopted 5 Strategic Development frameworks since 2017 for the following areas, with the 6th being progressed towards adoption later this year:

- City Centre

- River Clyde Corridor
- Glasgow North
- Govan – Partick
- Inner East
- Easterhouse

Draft SDF:

- Easterhouse

This year, the Planning Service progressed one SDF – Inner East. The Council has also adopted an LDF for the South Central Glasgow. Following consultation, final drafts of Easterhouse SDF and Pollok LDF are currently being prepared and the LDF for Drumchapel is due to be adopted by summer 2024.

These documents have all been developed in consultation with key stakeholders, including the key agencies, and with local communities through a participative programme of local consultation.

Critically the Development Frameworks on adoption encompass Action Programmes for delivery either in co-ordination with other Council and key stakeholders or directly by the Council's Planning Section in delivery of key infrastructure. This includes 3 of Glasgow's 4 area based [City Deal programmes](#) totalling £135m are led by The Planning Section: Waterfront and West End Innovation Quarter, Collegelands Calton Barras and Canal and North Gateway together with other area based regeneration projects such as Central Govan Action Plan.

The engagement with local residents and businesses for the SDF and LDFs, and the identification of local place and policy needs, form part of the evidence base for the Evidence Report and will also be taken into account in the formation of the Proposed Plan.

ATTRIBUTE 7: THE PLANNING AUTHORITY MAKES BEST USE OF DATA AND DIGITAL TECHNOLOGY

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Has the planning authority encouraged and promoted planning applications to be submitted through the e-development portal?
- Does the planning authority have a data governance strategy in place for the management of planning data?
- Does the planning authority have the ability to use interactive web-mapping, GIS and spatial data?
- Does the planning authority have the ability to use digital approaches to engagement, including website, social media and other platforms?

Narrative

E-development Portal

The Planning pages on the Glasgow City Council webpage have been reviewed and improved to make them more accessible and easier to navigate. Clear guidance is provided on how to [make a planning application](#).

92.8% of applications received 2023-24 were received through the e-development portal.

Data Governance Strategy

Glasgow City Council has a clear data retention policy in place. The Planning pages of this policy can be found here:



Copy of Data
Retention - May 202

Use of GIS and Spatial Data

The use of GIS and spatial data is at the heart of the Development Plan Groups activities, for example the following activities have been carried out in the last year:

- CDP2 Evidence Report [Mapping Hub](#) – For the Evidence Report a comprehensive Mapping Hub has been produced which provides all the spatial data referred to and required by the Evidence Report.
- Development Plan Scheme – The [DPS](#) is presented in a story map.
- [CDP2 Information Hub](#) – This is presented using ESRI to provide a source of information on production of CDP2.

The Place Hub is continuing to be developed and will act as an interactive spatial map of the City Development Plan. The aim is to provide up-to-date spatial information and details about programmed infrastructure and other development priorities across the city and to help coordinate decision making on future priorities.

The Glasgow Planning Service is continuing to progress the use of digital technology to support a transition in the way it is working, the decisions that are being made and how the city is being understood and imagined. The use of ArcGIS (AGOL) helps to improve collaborative working and enhances access to data.

A [dashboard for major applications](#) has been developed to allow stakeholders and elected members a city-wide, map based overview of all significant and major applications received.

As part of the work on the development of the Forestry and Woodland Strategy, the Planning service has worked closely with our corporate GIS Group to develop an Environmental Digital Twin. This gathered on one GIS Experience Platform all of the useful data layers that would allow quick visual analysis of key deliverables for the Forest and Woodland Strategy. Effectively we developed a digital Atlas that aims to reduce the development of duplicate data; speed up the creation of analytical dashboards and free up GIS analysts for the more complicated tasks. The Environmental digital Twin provides a range of base maps in 2 and 3D which can be layered with Environmental, Social, Health, Biodiversity and Economic data. The aim is to continue to grow the available data layers and to publish an open source version for community use. Corporate GIS and Glasgow's Digital Strategy team are currently working on a case study of the twin. The Twin has been used to support the creation of a Developer contribution dashboard, in addition to a series of dashboards for the Forest and Woodland strategy. It has also be used to support the development of the Open Space Strategy delivery plan.

The Forestry and Woodland Strategy is included as good practice example in [Appendix 2](#).

Digital Engagement

As part of the CDP2 Early Engagement a range of digital engagement activities were undertaken:

- [CDP2 Information Hub](#) – This is presented using ESRI to provide a source of information on production of CDP2.
- Place Standard Survey – online place standard for Glasgow's residents. The results have been presented in a dashboard.
- Development Survey – this allowed the development industry to submit evidence and site information.
- Social Media publicity.

Full details are provided in the CDP2 Early Engagement Good Practice Example in [Appendix 3](#).

In developing Strategic and Local Development Frameworks (SDFs and LDFs) for spatial priority areas as identified in the City Development Plan, digital technology has played a key role in their production. This is evident, both in terms of the data tools and GIS mapping which have been

critical to informing the baseline analysis of these geographical areas, and also the platforms used to engage with local residents and stakeholders. This includes social media, the online Place Standard tool, virtual workshops which utilised interactive software such as Miro, an online whiteboard platform.

Digital tools were also used to undertake online surveys on the draft versions of these documents, and then to analyse the survey results to better inform our interpretation of the comments receive and in turn better inform the final versions of the SDFs and LDFs which are ultimately adopted as spatial Supplementary Guidance to the Development Plan.

Both the Glasgow Canal Action Plan and Central Govan Action Plan / Govan Heritage project are examples of the place-based working the Council undertakes to address the complex challenges of inner urban regeneration. As well as working in traditional ways with stakeholders, the project has access to a range of web and social media platforms to engage with the wider community and build the profile of the project. Using funding from the Govan Heritage project, the Council will work with local stakeholders to relaunch the project website and refresh the approach to social media engagement.

The Planning Service is currently exploring how Artificial Intelligence (AI) can enhance customer service and communication and streamline processes. Staff members recently embarked on a study trip to London to gain insights from local authorities and organisations in relation to current developments in AI and PlanTech. Work on this will continue over the coming year with the aim to improve efficiency, resilience and agility of the Planning Service and to improve the customer experience.

The Planning Service has also worked with Scot Gov/A+DS on a Plan Tech pilot for the city centre, reporting in summer 2024. This is part of the Scottish Government's Digital Planning Strategy with which the planning service has been heavily involved over the last few years.

ATTRIBUTE 8: THE PLANNING AUTHORITY HAS EFFECTIVE AND EFFICIENT DECISION MAKING PROCESSES

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority planning have the ability to make decisions on planning applications within the required timeframes?
- Are less than x% of planning decisions overturned at appeal or judicial review?
- Does the planning authority have an up to date Enforcement Charter in place?
- Does the planning authority have the ability to resolve enforcement cases?

Narrative

Decision making within required timeframe

The latest Scottish Government Statistics for the Glasgow Planning Service are available here and show that the service continues to be competitive in delivering an effective and efficient planning service. Like many authorities, the last 12 months have seen significant staff retention challenges which have undoubtedly affected timescale performance.

For Major applications, we have seen consistent performance in the second half of the year which has exceeded that of the previous five years, despite remarkably challenging circumstances and in part this is a reflection of constructive and comprehensive pre-application procedures.

Local applications have seen a mix of performance albeit there has been a slowing down of determination in the most recent quarter. The most significant change has seen the timescales for householder applications with a drop off in the number of cases being determined within statutory timescales

At the moment this infers that the planning authority does not always have the capacity to achieve statutory timescales.



2023-24 - Midyear - 260.xlsx



2023-24 - Yearend - 260 - OW.xlsx

Decisions overturned at appeal or judicial review

47 Local Reviews have been received in 2023/24. 61% of officers' decisions have been upheld at Local Review.

Enforcement Charter

The Planning Service is required to have an up-to-date Planning Enforcement Charter (PEC) in place, as stipulated by the Planning Etc. (Scotland) Act 2006 and has continuously achieved the planning performance framework requirement to provide an updated charter every two years since then. The current [Planning Enforcement Charter](#), which came into effect on 1st April 2024, serves as a comprehensive guide outlining the Council's commitment to delivering a robust planning enforcement service for the city.

Enforcement cases

Glasgow's Planning Enforcement Charter (PEC) sets out how cases shall be investigated and hopefully resolved. The PEC serves multiple functions—it's a policy statement, a user manual for stakeholders, and a set of service pledges to ensure that enforcement cases are investigated in line with legislation, government guidance and good working practice. It clarifies the processes, powers, and policies applied in dealing with enforcement matters, ensuring consistency, transparency, and expediency in all actions undertaken by the planning authority.

The updates to the PEC in 2024 demonstrate a commitment to continuous improvement. For instance, adjustments to service standards aim to enhance efficiency and accountability. Complaints are acknowledged promptly and triaged for priority within five working days; preliminary investigations and site visits are conducted within specific timeframes; and Planning Impact Reports (formal assessments of alleged unauthorised development) are provided within set periods, streamlining the enforcement process while prioritising cases effectively. These changes align with the council's objective of maintaining an effective enforcement system, even amidst challenges such as staffing issues and legislative changes.

Overall, Glasgow's commitment and adherence to the Planning Enforcement Charter underscores a commitment to upholding planning regulations, dealing with unacceptable development, and ensuring the delivery of appropriate development (as per Attribute 12: "The planning authority supports the delivery of consented (appropriate) development".)

Improvement Action Plan (Tools theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
6. The planning authority has a robust policy and evidence base	3
7. The planning authority makes best use of data and digital technology	2
8. The planning authority has effective and efficient decision-making processes	3

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Improve planning application guidance documents to increase number of applications validated first time	Business Manager	High	Short term	Planning Technicians, summer intern
Review of pre-app process in partnership with planning agents in order to increase customer satisfaction	Group Manager - Development Management	Medium	Medium term	Planning staff, Planning agents, internal consultees
Review of planning conditions and reports of handling to streamline processes and reduce volume of conditions and size of reports	Group Manager - Development Management	High	Short term	Working group of Planning staff and internal consultees

Explore the use of Artificial Intelligence (AI) and other digital technology to enhance customer service and communication and to streamline processes	Business Manager	Medium	Medium term	Business Manager, Planning Technicians, Strategic Information, Innovation and Technology staff (SIIT team)
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A high performing planning authority should ensure a wide range of people are involved in shaping their future places. Engagement should be fair and inclusive, early, collaborative, meaningful and proportionate and should include difficult to reach groups. The authority should engage with a wide range of partners at a national, regional and local level to ensure a joined-up approach and that links are made across policies and programmes. The planning authority should demonstrate good customer care, transparency and effective communication.

ATTRIBUTE 9: THE PLANNING AUTHORITY HAS GOOD CUSTOMER CARE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have the ability to offer pre-application advice where it is requested?
- Has the planning authority held regular engagement events with developers and communities?
- Do the results from the customer and stakeholder survey show that customers are satisfied with the service offer by the planning authority?

Narrative

Pre-Application Advice

Glasgow's Planning Service encourages pre-application discussions and this can range from early contact with householders to a collaboration with stakeholders involved in delivering major applications. Pre-application requests for all scales of development are accepted. Presentations on pre-applications for Major proposals at the Planning Applications Committee were introduced recently. The timing of this generally coincides with, and forms part of, the pre-application consultation activity and engagement with local communities. The presentation and subsequent discussion can be included in the consultation report submitted with the planning application. This exercise allows developers to engage at pre-application stage with Committee Members and to identify and address any issues raised by an emerging development before any application is submitted. It also offers Members visibility of significant new proposals throughout the city.

General advice on planning applications can be found here:

<https://www.glasgow.gov.uk/article/1296/Planning-Permission>

And specific advice on charged pre-applications can be found here:

<https://www.glasgow.gov.uk/article/1299/Pre-Application-Advice>

General Planning enquiries can be made by filling out an online form at:

<https://www.glasgow.gov.uk/article/1233/Planning-Enquiry-Form>

The Scottish Government has introduced discretionary fees for pre-application requests and as a result the fee structure has been revised. The number of pre-applications received has declined slightly which anecdotal evidence suggests is due to the higher charges for pre-applications. However, the Planning Service has also struggled to resource pre-applications appropriately due to the constrained resources in Development Management and in particular the loss of senior experienced officers in the last 12 months. This has resulted in delays and frustrations experienced by developers and planning agents. We are currently reflecting on this and will undertake a review of the pre-application process to provide developers and agents with a structured process that allows for more clarity in relation to expectations and timescales. We will be working closely with Planning Consultants to develop this.

Engagement Events

The CDP2 Early Engagement included a range of engagement events with developers and communities. Full details are provided in the CDP2 Early Engagement Good Practice Example in [Appendix 3](#).

Glasgow's Planning Service is currently undertaking a survey around the planning application process with planning consultants to better understand the needs and requirements of regular customers. The results of this survey will be the starting point for discussions in a new Planning Consultants Forum that is being set up by the Planning Service to include consultants in shaping improvement of processes, such as the pre-application process. Appropriate improvement actions flowing from this will be fed into the improvement action plan.

The delivery of the city's development frameworks and action programmes includes in depth community consultation and co-production which reach from online consultations and workshops to co-design of interventions with local communities. Examples of this include recent public realm interventions to Byres Road and Old Dumbarton Road where communities were directly engaged in the design process to Central Govan Action Plan where members of the community provided additional scrutiny to a regeneration programme.

Customer Satisfaction

Glasgow's Planning Service continues to supply a Planning Enquiry Service for enquiries relating to general Planning enquiries. This can be assessed either online using the [Planning Enquiry Form](#) or alternatively by email. A review of the staffing of this service will be undertaken over the

coming year to improve response times and efficiency of the service, in response to feedback from customers and our own self assessment.

ATTRIBUTE 10: THE PLANNING AUTHORITY HAS EFFECTIVE ENGAGEMENT AND COLLABORATION WITH STAKEHOLDERS AND COMMUNITIES

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have a community engagement strategy and infrastructure in place to ensure engagement is early, collaborative, meaningful and proportionate?
- Has the planning authority undertaken community engagement, for example consistent and effective use of the Place Standard Tool, to inform decision-making processes? Has the planning authority encouraged and promoted planning applications to be submitted through the e-development portal?
- Has the planning authority engaged with a good representation of the community including young people, gypsies and travellers, people with protected characteristics, including disability, race, age, sex and sexual orientation, and including people from a range of socio-economic backgrounds?
- Has the planning authority supported the production of Local Place Plans when requested?
- Do the results from the customer and stakeholder survey show that stakeholders are satisfied with their collaboration with the planning authority?

Narrative

Community Engagement Strategy

The CDP2 DPS sets out the [Participation Statement](#) for the CDP2 process. This Participation Statement was consulted on, and a [Report of Consultation](#) was produced.

The Council is demonstrating best practice in building genuine dialogue with local communities and linking this to policy and implementation over the extended timeframes critical to regeneration delivery. These long term and sustained processes of community and stakeholder engagement have been critical to building support and influence. They have also allowed a depth of understanding of place to be developed, which has informed innovative spatial strategy development and linked capital investment prioritisation.

In the Govan-Partick SDF area this theme has been developed over nearly 2 decades through the Central Govan Action Plan (CGAP) Steering Group. The CGAP Steering Group brings together local elected members, housing associations, community representatives and key agencies within Glasgow to work in partnership to address the complex and interlinked challenges around place and economy in Central Govan. The benefits of open and creative engagement with the wider community in the area was also demonstrated through the Scottish Government funded

Govan-Partick Charrette and the linkages this made to City Deal business case development and delivering local priorities such as the Govan-Partick bridge and mixed use housing at Water Row. The Charrette process demonstrated that where strategic spatial planning and engagement were linked to a realistic prospect of new capital funding for the area, there was a great level of enthusiasm to participate from local communities, who had often complained of being ‘over-consulted’.

Within the Planning Service there is an awareness that community engagement and consultation approaches should be modelled to address the place and project context. This requires a continuous dialogue with other Council services and public bodies to ensure awareness of their consultation plans, to avoid duplication or consultation fatigue in an area.

Engagement with residents and stakeholders has been key to the collaborative delivery of spatial supplementary guidance to the City Development Plan in the form of Strategic and Local Development Frameworks (SDFs and LDFs). This engagement has taken place continuously across the development of these frameworks to ensure that local priorities and expertise help to inform and shape these documents and the associated action plans. This has involved numerous approaches, from in person and online workshops, utilizing the Place Standard tool, attending public meetings, and using online surveys to gain feedback on the emerging strategies. The Planning Service also worked with partners to help support this process, including a pilot project with Architecture and Design Scotland (A&DS) who supported the engagement process for the South Central LDF. This is included as a best practice example on the A&DS website and can be viewed here: [South Central LDF: Participation in Planning Case Study](#)

Another good practice example is included in [Appendix 4](#) which explains the engagement undertaken in relation to the Drumchapel LDF.

Similar approaches have been used to develop all nine of the adopted and emerging SDFs and LDFs.

Use of the Place Standard Tool

The CDP2 Evidence Report Early Engagement included an online Place Standard and in person events. A questionnaire was used that was based on the Place Standard guidance. The results can be found in the Report of Engagement and full details are provided in the CDP2 Early Engagement Good Practice Example in [Appendix 3](#).

Engaging with Equalities Groups

Engaging with equalities groups has been a key component of the CDP2 Evidence Report Early Engagement, given Glasgow’s demographic make-up. Sessions have been held with a range of groups and the surveys and events were publicised to a range of equalities organisations operating in Glasgow. Full details are provided in the CDP2 Early Engagement Good Practice Example in [Appendix 3](#).

Following Glasgow's declaration of Glasgow as a Feminist City, the planning service has been leading on the implementation of feminist urbanism and the cross party working group and budget which have resulted. This has included participating in networking groups (peer practitioner) and engaging with consultants, Universities etc on this aspect. We have ensured that reaching out to women and girls has been part of the CDP engagement and also the Play Sufficiency Assessments.

Local Place Plans

In addition to preparing and developing an [online advice and guidance platform](#), Glasgow City Council has also secured some funding through the Scottish Government's Place Based Investment Programme to support local community groups to deliver Local Place Plans (LPPs). These plans will not only inform the next City Development Plan, allowing local communities to express their spatial aspirations and priorities for their local neighborhoods, these plans will also help to define and identify place-based projects in line with those priorities which can in turn inform future funding bids for capital projects.

In total, £104,507 of funding has been allocated to 10 community groups across the City to deliver LPPs in the financial year 2024-25. In addition to the funding support, staff from the Planning Service will provide ongoing support and guidance to these groups during the preparation of their LPPs to ensure that the resulting plans meet the legislative requirements as set out in Planning Legislation and to provide advice and support relative to the wider planning context and opportunities that might help to support the community groups' aspirations for their respective LPP areas. Guidance will also be provided to any additional groups who might wish to consider developing LPPs outwith the initial ten funded projects.

Customer Satisfaction

The CDP2 DPS sets out the [Participation Statement](#) for the CDP2 process. This Participation Statement was consulted on, and a [Report of Consultation](#) was produced. As a result of the consultation adjustments were made to the Participation Statement, however in the main the respondents were satisfied with the activities set out in the Participation Statement.

As outlined earlier, the Planning Service is also undertaking a survey around the planning application process with planning consultants to better understand the needs and requirements of regular customers. The results of this survey will be the starting point for discussions in a new Planning Consultants Forum that is being set up by the Planning Service to include consultants in shaping improvement of processes, such as the pre-application process. Appropriate improvement actions flowing from this will be fed into the improvement action plan.

Improvement Action Plan (Engage theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
9. This planning authority has good customer care	4
10. The planning authority has effective engagement and collaboration with stakeholders and communities.	2

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Review and improvement of Planning Enquiry Service to improve response times and efficiency	Business Manager	High	Short term	Planning staff, Customer & Business Service staff
Development of communications strategy to provide clarity on how to share information, advice and feedback with applicants, consultees and other stakeholders involved in the planning application process	Business manager & Group manager Development Management	Medium	Medium term	Planning Comms Group, Senior Management Team



A high performing planning authority should demonstrate place leadership by taking a collaborative place-based approach in line with the Place Principle. It should use the Place and Wellbeing Outcomes in decision-making processes, to achieve the three spatial principles outlined in NPF4: Sustainable places, where we reduce emissions, restore and better connect biodiversity; Liveable places, where we can all live better, healthier lives; and Productive places, where we have a greener, fairer and more inclusive wellbeing economy. The planning authority should seek to ensure that there are no impediments to delivering agreed development.

ATTRIBUTE 11: THE PLANNING AUTHORITY SUPPORTS THE DELIVERY OF SUSTAINABLE, LIVEABLE AND PRODUCTIVE PLACES

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Is the planning authority aware of the [Place and Wellbeing Outcomes](#), the evidence that sits behind them and is it using them in decision-making processes?
- Has the planning authority identified tools and approaches to delivering sustainable, liveable and productive places and is implementing them?

Narrative

Place & Wellbeing Outcomes

The origins of the Place Standard Tool are firmly embedded in Glasgow's role as one of the 8 Scottish test sites for the Equally Well Initiative. [Appendix 5](#) describes the work undertaken by the Glasgow Planning Service in the development and promotion of the Place Standard tool. The Council contributed at a very early stage to the development of the Place and Wellbeing outcomes. Glasgow Planning staff were part of the Spatial Planning Health and Wellbeing Collaborative group, hosted by the Improvement Service and influenced the briefing paper which led to the creation of the Place and Wellbeing Outcomes. The Place and Wellbeing Outcomes provide a Scotland wide framework for place-based decision making. There is a set of place and wellbeing indicators for the framework. These place and wellbeing outcomes are designed to complement the use of the place standard tool and create a holistic framework for a place-based approach to spatial planning.

Tools and approaches to deliver sustainable and productive places

Place-based planning has informed the process undertaken for the Early Engagement and Evidence Report for the City Development Plan 2 Place Approach. A place-based approach was taken to the engagement materials and methods and the Report of Engagement to ensure we gathered information about the lived experience of Glasgow's residents to feed into the Evidence Report. Full details are provided in the CDP2 Early Engagement Good Practice Example. The [Place Reports](#) are the key place-based element of the Evidence Report and they summarise matters raised in the Evidence Report and consider these issues at ward level, creating a place-based study of the key topics. The reports reflect on each ward's demographics, land use characteristics, plans and actions affecting the area, residents' views on their neighbourhood and local living data. The reports then set out the main planning issues in the area which will be considered for City Development Plan 2.

In addressing the city's multiple Planning challenges Glasgow builds upon the Action Programme and Development Frameworks in proactive development of liveable and productive places. For example much of the City Deal programme has been developed directly from the Action Programme within the Development Frameworks with investment in the Calton Barras and the Meatmarket site based on the outputs of the Calton Barras Area Development Framework and Govan Partick Bridge from local aspirations developed from the Govan Partick Charette. These projects are often being led directly through Planning who act as the Informed Client or fund holder in ensuring multifunctional benefits are achieved.

ATTRIBUTE 12: THE PLANNING AUTHORITY SUPPORTS THE DELIVERY OF CONSENTED DEVELOPMENT

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Has the planning authority provided clear and proportionate expectations of Section 75 agreements and set these out in the LDP and pre-application discussions and they are concluded within 6 months of resolution to grant?
- Does the planning authority take a proportionate approach to imposing conditions?
- Does the planning authority have an ambitious local housing land requirement that exceeds the Minimum All Tenure Housing land requirements in NPF4 and is it on track to support delivery?
- Are the number of processing agreements the planning authority has agreed with applicants increasing?
- Does the planning authority have an effective delivery programme in place that supports the delivery of development on the ground?

Narrative

Approach to Section 75 Agreements

The adopted City Development Plan (2017) sets out policy on developer contributions as part of Policy CDP12 Delivering Development. Supplementary Guidance (SG) supports this policy, as Interim Planning Guidance (IPG). The development plan Team has recently produced Supplementary Guidance SG12, which updates IPG12, which finalizes this guidance and has just been submitted to Scottish Ministers prior to adoption.

Close collaboration with our legal services enables a smooth process in the majority of cases that enables informed discussions between the Planning Authority and applicants. However, as with most other factors the loss of senior officers has delayed the conclusion of legal agreements due to new officers having to pick up and familiarize themselves with cases. In many cases it is also difficult to bring the developer to conclude on the section 75 agreement. Most of our section 75 agreements relate to developer contributions. We are proposing through our business plan to appoint two developer contributions officers who will implement this policy SG12 and keep up engagement with developers to ensure development and contributions, are delivered.

Use of Conditions

As an authority we are conscious that there has been criticism around the number of conditions attached to consents. We are engaging with agents to identify an approach to condensing the number of conditions and seek to avoid any duplication.

There has been a focus on the ordering and quality of conditions informed by a review of appeal cases recently which has brought about a new approach towards timescales for suspensive works but also in testing the robustness of conditions to ensure the required needs are met.

Local Housing Land Requirement

As part of the CDP2 Evidence Report a [Housing Report](#) has been produced which sets out the basis for the Local Housing Land Requirement. This will be subject to Gatecheck. The Local Housing Land Requirement set out by the Council exceeds the Minimum All Tenure Housing Land Requirement in NPF4.

Processing Agreements

In 2023-24, the following number of Processing Agreements have been determined:

Q1	33
Q2	57

This shows an increasing number of agreements, and planning case officers and managers have been encouraging the use of such as a project management tool which is visible to both developers and planners.

Delivery Programme

The City Development Plan (CDP) Delivery Programme is a live tool in Council decision making and its scrutiny in ensuring that multifunctional benefits are derived from Council investments is

part taken forward by the Spatial Development Group that is convened by the Planning Service and encompasses all Heads of Department and Directors within the City Development part of the NRS. The CDP [Delivery Programme](#) was updated in June 2023 and is used internally to track delivery and provide services with information relating to a range of delivery projects.

Further work is required to enable the CDP delivery programme to be taken up as business as usual for the alignment of capital programmes and funding. Work is ongoing to align this work and to ensure funding and project development across the Council fits into the framework of the City Development Plan. This will be developed through the Senior Management Team.

Improvement Action Plan (People theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
11. The planning authority supports the delivery of sustainable, liveable and productive places	2
12. This planning authority supports the delivery of appropriate development	4

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Implementation and monitoring of Development Plan action programme.	Group Manager – Development Plan	High	Long term	Need to bring on board whole Council through senior leadership involvement
Explore the use of the place Standard Tool in the evaluation of Strategic & Local Delivery Frameworks to measure the impact of place-based action programmes	Group Manager – Spatial Strategy	High	Long Term	Spatial Strategy Team, other GCC and Planning and financial