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KEY PERFORMANCE MARKERS 2019-20

No.	Performance Marker	Evidence
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	No need to provide statistics- see guidance. Major Applications Local (Non-Householder Applications) Householder Applications
2	Processing agreements: <ul style="list-style-type: none"> • offer to all prospective applicants for major development planning applications; and • availability publicised on website 	Processing agreements continue to be offered by way of wording in the PAN acknowledgement letter. The Council's website provides links to the processing agreements page: https://www.glasgow.gov.uk/article/17407/Planning-Processing-Agreements
3	Early collaboration with applicants and consultees <ul style="list-style-type: none"> • availability and promotion of pre-application discussions for all prospective applications; and • clear and proportionate requests for supporting information 	Pre-application requests are accepted by email or preferably through the online form. These are logged on Uniform and a formal response provided and recorded, with meetings if appropriate. Supporting information is requested for pre-applications as required. Pre-application responses also list the documents and surveys that are likely to be required in a formal application. More information is available here: https://www.glasgow.gov.uk/preapplicationguidance At the moment all pre-application discussions are free although the prospect of charging for some at least is being discussed. Glasgow Urban Design Panel continues to provide Design Review guidance for prospective major applications and proposals.
4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	No need to provide statistics. Explanation of policy with regards to the drafting and signing of legal agreements is required. It is the aim of the Service to conclude legal agreements as quickly as possible to allow expeditious issuing of planning consents. We have a good working relationship with our Legal colleagues to support as quick a turnaround as possible of instructions for legal agreements. In conjunction with Legal, we have designed standard templates for the most common types of agreements which allows a faster conclusion to any agreement and helps maintain consistency. Should an agreement not be concluded after 6 months, there is a trigger that alerts officers to send a reminder warning that applicants run the risk of the application being determined negatively due to the lack of progress with any agreement. This ensures that the application does not become a legacy application under Scottish Government's definition. This also helps to ensure performance of the Service is maintained. As is often the case, legal agreements relate to some of the larger investment projects received by the City and significant priority is given through these mechanisms.
5	Enforcement charter updated / re-published within last 2 years	The revised Planning Enforcement Charter 2020 was approved by the Council's City Administration Committee on 6 February 2020.

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		<p>Approval of the content was also required and subsequently obtained from the Scottish Government on 4 March 2020.</p> <p>The finished Planning Enforcement Charter was published on the Council's website before the end of March, thereby achieving the deadline set within the PPF of having a new Charter in place by 1 April 2020.</p>
6	<p>Continuous improvement:</p> <ul style="list-style-type: none">• progress/improvement in relation to PPF National Headline Indicators; and• progress ambitious and relevant service improvement commitments identified through PPF report	<p>Bullet point 1 - Nothing required for this (see guidance).</p> <p>Bullet point 2 - include information about progress with service improvement commitments (how many have been completed)</p> <p>Over the last year, we have continued to progress service improvements and build on staff development opportunities, addressing the commitments in the Service Improvements identified for 2019-20 in last year's PPF. NB Some processes have been put on hold due to COVID and may need to be re-assessed.</p> <p>A major review of the processes and functions of the Planning Service commenced in 2019. This includes application of the European Framework Quality Management (EFQM) Excellence Model and the development of a Target Operating Model (TOM) to streamline work-streams and business processes. As part of this, a Business Manager has been appointed to consider:</p> <ul style="list-style-type: none">- Partnership Working: particularly putting Key Account Management processes in place;- Customer Service Improvements;- Succession Planning;- Setting out a Target Operating Model (TOM) for the Planning and Building Standards service. <p>The Key Account Management process has been initiated with a pilot looking at the top ten stakeholders we work with across the city. The aim is to ensure a single point of contact for communications across Council Services and to provide a process and template to develop further.</p> <p>A Customer Service Group has been initiated with staff from across Planning and Building Services. This has included the introduction of customer satisfaction surveys and webpage improvements. Analysis of phone calls received through the duty planning number and review of phone contact process has also been undertaken with process reviews identified for specific issues. One outcome has been the proposal to extend of the availability of the duty phone to cover the full day.</p> <p>The EFQM Excellence Model has been developed across the Service looking at where enhancements can be made to processes, and to both the customer and staff experience.</p> <p>Staff Development</p> <p>For 2019/20, Development and Regeneration Services (DRS) set out, as a service priority - 'developing a service a programme of staff development and engagement activities to support the priorities of succession planning and culture to support change management'</p>

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		<p>Staff development plays a key role in the drive for continuous improvement and a variety of opportunities exist within Planning Services including training, informal feedback sessions, workshops and attendance at national and international conferences and events. Across Planning, regular team meetings take place which can include site visits and updates on policy and guidance.</p> <p>A new Training Calendar has been developed, to publicise CPD events. Proposals for Succession Planning Leadership assessment and training were rolled out to staff at first line management and above in Spring 2020.</p>
7	Local development plan less than 5 years since adoption	Glasgow City Development Plan - 3 years 0 months since adoption. Supplementary Guidance continues to be prepared in line with the agreed programme.
8	<p>Development plan scheme – next LDP:</p> <ul style="list-style-type: none"> • on course for adoption within 5 years of current plan(s) adoption; and • project planned and expected to be delivered to planned timescale 	<p>The Development Plan Scheme was updated late last year (and is therefore less than a year old). However in light of the emerging and dynamic impacts of COVID-19, an update is being prepared for summer 2020.</p> <p>The expectation is for City Development Plan 2 to be prepared in line with the requirements of the Planning (Scotland) Act 2019 and to follow publication of the National Planning Framework (NPF) 4. The timetable for publication of draft NPF has recently been delayed by a year to autumn 2021 and this has required an adjustment to the project planning for the production of the City Development Plan.</p> <p>The timescale for City Development Plan 2 therefore is being actively managed to ensure alignment with emerging NPF 4 priorities, requirements in the Planning Act 2019, the strategic context set out by the Glasgow City Region interim Regional Spatial Strategy and other relevant strategies and outputs.</p> <p>Preparatory work to support production of the Evidence Statement continues, including most recently joint working with neighbouring authorities resulting in the publication of the Regional Spatial Strategy in June 2020.</p>
9	Elected members engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	Liaison with members has taken place. However, further engagement will take place to reflect ongoing review of timescales set out above.
10	<p>Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i></p> <p><i>*including industry, agencies and Scottish Government</i></p>	<p>Yes - Key agencies have been engaged to gauge early direction and consulted on Call for Sites submissions.</p> <p>Ongoing engagement on Key Agencies Group data methodology is taking place while we held an open and productive early engagement with Homes for Scotland.</p>
11	Regular and proportionate policy advice produced on information required to support applications.	Policy guidance spanning all relevant policy themes is maintained and up to date. Spatial guidance is emerging for key regeneration areas following extensive engagement and will be adopted in due course. Revised guidance on student accommodation has been

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		<p>prepared following broad engagement and will be consulted on following a reduction in government restrictions.</p> <p>Consultation guidance is provided on a range of key topic areas with regular engagement to support development applications. Ongoing review of how to improve how guidance is provided on interpretation inputs to how to develop and improve content.</p>
12	<p>Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)</p>	<p>Pre-application advice is provided by involving key colleagues or wider stakeholders beyond the Council as required.</p> <p>Customer contact and queries have been assessed by the Customer Service Group which was set up during the year and alternatives to the duty phone are being considered to expand the service required at the same time as making self-service on such queries easier through the website. This is across Planning and Building Standards.</p>
13	<p>Sharing good practice, skills and knowledge between authorities</p>	<p>Benchmarking has continued through PPF production (meeting with Dundee in November 2019 to look at case studies and share general approaches and procedures).</p> <p>Benchmarking also takes place through active involvement in the HOPS subcommittees (DM, DP and Performance and Practice) as well as informal benchmarking with other cities particularly Aberdeen and Edinburgh. Uptake of training from Improvement Service is also ongoing and active.</p> <p>A new Training and Development policy and calendar has been developed which will look at how to provide in-house training or promote webinars etc using expertise from other authorities as well as our own.</p>
14	<p>Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old</p>	<p>Legacy cases and applications over six months since validation are reported on a monthly basis to the Development Management managers. Managers have been advised that any application that has been valid for over six months should be targeted to ensure the numbers of Legacy cases should be reduced.</p> <p>However, often down circumstances beyond the control of the Planning Authority; for example the Applicant's failure to conclude Legal Agreements, each year we have reported a number of Legacy cases.</p> <p>In 2018-19 that number was fifty-one. This year that number has risen to fifty-seven. A total of seventy-nine legacy cases were concluded over the reporting period.</p> <p>At the start of February 2020 the total number of potential legacy cases at 31 of March 2020 stood at seventy-six, of these nineteen were cleared before the year end. We were confident that we would be able to demonstrate improvement on last year's figure, however the circumstances that eventually led to lockdown contributed to the eventual figures.</p>

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15	<p>Developer contributions: clear and proportionate expectations</p> <ul style="list-style-type: none">• set out in development plan (and/or emerging plan); and• in pre-application discussions	<p>Developer contributions are required only for two main areas in the City Development Plan and these are set out in Interim Planning Guidance IPG12. Developers are made aware of the requirements at an early stage in pre-application discussions (if they take place) or once the application has been submitted, when a calculation of the contribution required will be provided to the developer.</p> <p>In the next iteration of the City Development Plan, the issue of developer contributions will be considered further.</p> <p>Consistent guidance continues to be provided in terms of developer contributions through IPG12 and procedures are well understood by the development industry. This is reflected in early guidance provided on expectations during pre-application discussions.</p>
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