



**Glasgow City Council**

**Economy, Housing, Transport and Regeneration  
City Policy Committee**

**Report by George Gillespie, Executive Director of  
Neighbourhoods, Regeneration & Sustainability**

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**Item 3**

**28th January 2025**

## **GLASGOW PLANNING IMPROVEMENT PLAN**

### **Purpose of Report:**

To inform the Committee of the Glasgow Planning Improvement Plan (GPIP).

### **Recommendations:**

That Committee:

Consider the preparation of the Glasgow Planning Improvement Plan.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

## 1 Introduction

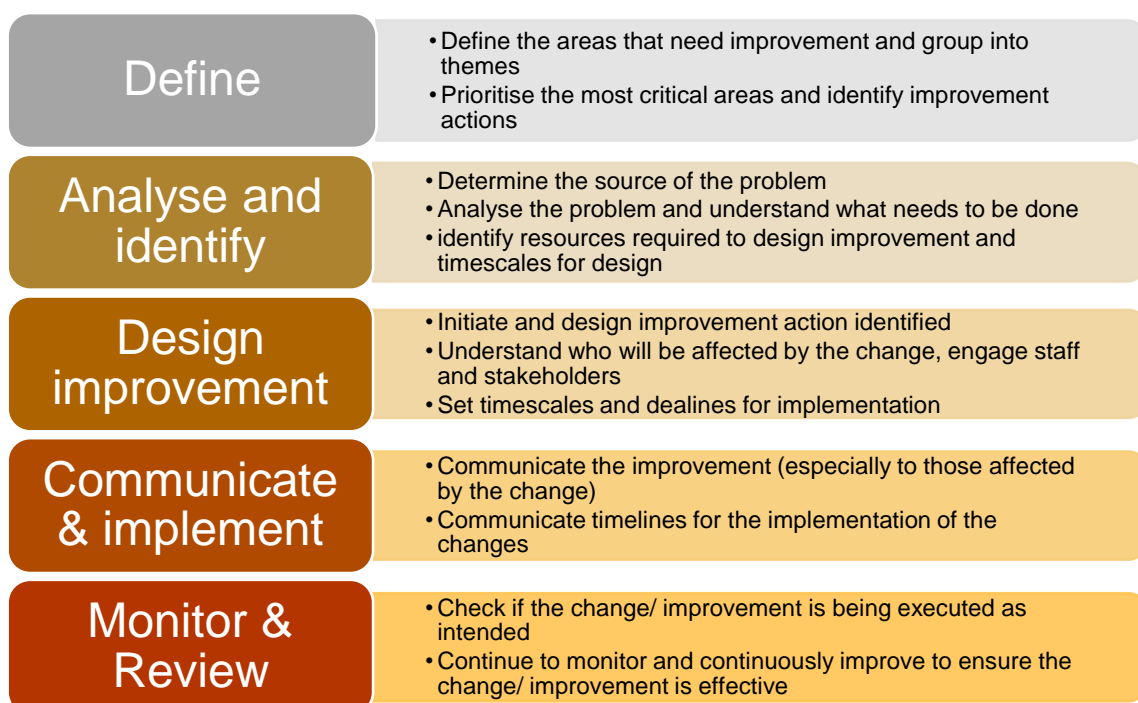
- 1.1 The Planning Service at Glasgow City Council (GCC) is currently undergoing a period of change and transformation due to several key factors. A surge of investment interest in the city has coincided with significant resource constraints within the Planning Service and the introduction of new expectations and duties arising from national planning reform. Recognising these challenges, a structured 3-year Glasgow Planning Improvement Plan (GPIP) has been developed that identifies key improvements to Glasgow's Planning Service and outlines timescales for implementing these.

## 2 National context

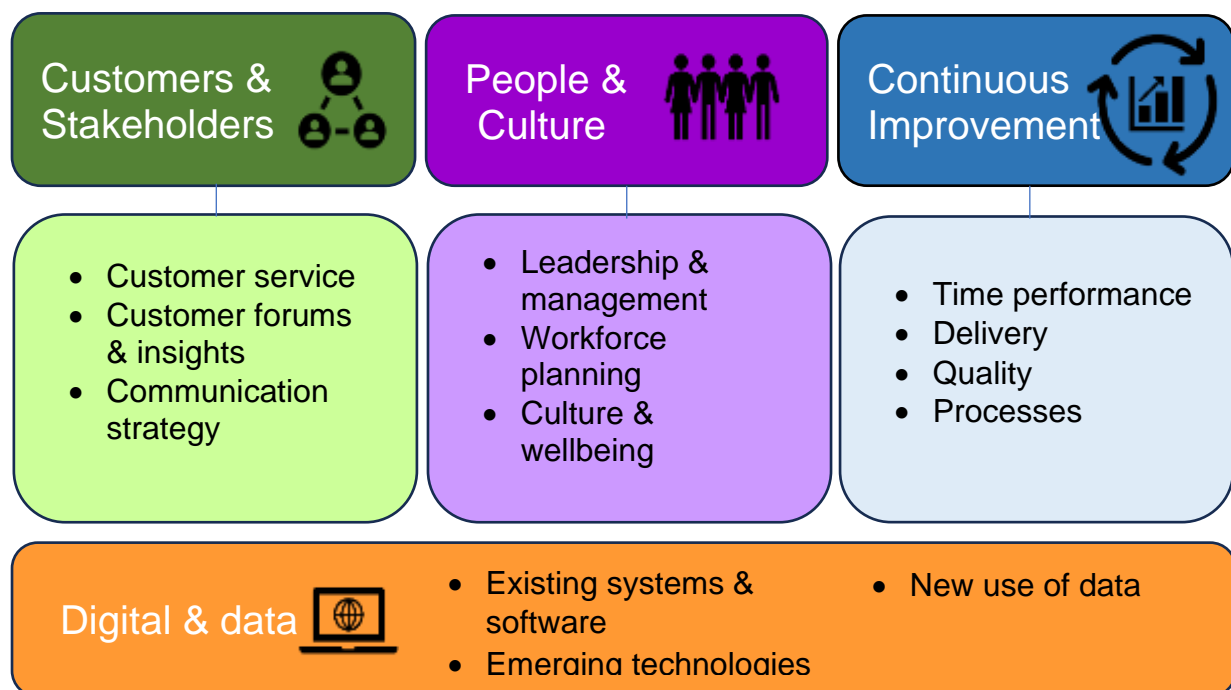
- 2.1 The Planning Performance Framework which ran from 2012-2023 has been replaced by the National Planning Improvement Framework (NPIF) which was developed by the Improvement Service and implemented incrementally in three separate cohorts throughout 2024-25. Further information on this can be found [HERE](#). The GCC Planning Service took part in the first cohort for the new NPIF. As part of this, the GCC Planning Service undertook a performance assessment and identified areas for improvement focused on the attributes of a highly performing planning authority as outlined by the Improvement Service. Glasgow's performance assessment can be accessed [HERE](#).
- 2.2 The actions identified in Glasgow's NPIF have now all been incorporated into the more comprehensive Glasgow Planning Improvement Plan and will be taken forward and monitored as part of this.

## 3 Development of Glasgow Planning Improvement Plan

- 3.1 The Glasgow Planning Improvement Plan is being developed and implemented using the following principles:



- 3.2 A range of methods have been used to identify and define areas of improvement. An online survey was undertaken with key customers of the Planning Service (Planning agents) in Spring 2024 to understand their views of the Glasgow Planning Service and what areas of the planning application process require attention. Research into improvement practices across the UK and a study trip to London have also assisted in identifying improvement areas.
- 3.3 Simultaneously, an online staff survey was undertaken in April 2024 to gather the opinions of Planning staff members on a wider a wider range of topics, from training and development to service delivery and staff satisfaction as well as staff's perception of the Planning Service.
- 3.4 The analysis of these surveys provided the basis for two staff engagement days which took place in May & June 2024 to discuss survey results in more detail and to identify areas and themes for improvement actions.
- 3.5 From this, the following key themes have been identified following engagement with services across the Council:



- 3.6 Specific workshops on these themes were undertaken with Planning staff. These have helped to identify priority areas and develop specific improvement actions. **Appendix 1** gives an overview of the specific improvement areas that the plan seeks to address.
- 3.6 A range of meetings and workshops were also held with other service areas as buy in and suitable resourcing across the Council family is critical to the success of this plan due to interdependencies between the work of the Planning Service and other service areas.

## 4 Implementation and roll out of Glasgow Planning Improvement Plan

- 4.1 The Glasgow Planning Improvement Plan is a three-year plan that is being rolled out from January 2025. Some early steps are already under way whilst others are not taking effect until years 2 and 3 due to their longer lead-in times and phased approach, in particular complex IT related improvements. The Planning Business Manager will be working with a range of staff throughout the Planning Service to design and implement the various improvement actions as per the stages outlined in section 3.1.
- 4.2 The plan will be shared and implemented in collaboration with services across the Council. It will also be presented to the Chamber of Commerce's Glasgow Development Forum in February. Engagement with a range of internal and external stakeholders and customers will be undertaken as the planned improvements emerge including community councils.
- 4.3 The plan will be monitored throughout the year and updated regularly by the Planning Business Manager. An annual update will be provided for the Economy, Housing, Transport & Regeneration Policy Committee.

## 5 Policy and Resource Implications

### Resource Implications:

<i>Financial:</i>	No financial implications.
<i>Legal:</i>	No legal implications.
<i>Personnel:</i>	Ongoing service improvements will be managed by the existing staff resource within the Planning service.
<i>Procurement:</i>	No procurement implications.

**Council Strategic Plan:** The work of the Planning Service contributes to a variety of areas across the Council Strategic Plan. The Glasgow Planning Improvement Plan in particular contributes towards the following Grand Challenge and Missions:

#### **Grand Challenge Four**

Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

#### **Mission 1**

Create safe, clean and thriving neighbourhoods.

#### **Mission 2**

Run an open, well governed council in partnership with all our communities

#### **Mission 3**

Enable staff to deliver a sustainable and innovative council structure that delivers value for money

### **Equality and Socio-Economic Impacts:**

*Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.*

The proposed improvement plan actions are in line with the City Development plan. An EQIA Screening report was prepared for the City Development Plan in 2017 and no significant negative impacts were identified.

*What are the potential equality impacts as a result of this report?*

No significant impact.

*Please highlight if the policy/proposal will help address socio-economic disadvantage.*

No significant impact.

### **Climate Impacts:**

*Does the proposal support any Climate Plan actions? Please specify:*

The Planning Service supports the following Climate Plan themes:

1. Communication and Community Engagement
2. Just and Inclusive Place
3. Well Connected and Thriving City
4. Health & Wellbeing
5. Green Recovery

*What are the potential climate impacts as a result of this proposal?*

The work of the Planning Service has a positive impact on climate change and delivers outcomes of the Climate Plan.

*Will the proposal contribute to Glasgow's net zero carbon target?*

The work of the Planning Service on the new City Development plan, and application of National Planning Framework 4, contributes towards achieving Glasgow's Net Zero Carbon Target

### **Privacy and Data Protection Impacts:**

Are there any potential data protection impacts as a result of this report

None

## **6 Recommendations**

That Committee:

Consider the preparation of the Glasgow Planning Improvement Plan.

## **APPENDIX 1:**

### **Glasgow Planning Improvement Plan (GPIP)**

Overview of improvement areas identified:

#### **Key theme: Customer & Stakeholders**

CS1: Customer service

CS2: Customer & stakeholder engagement

CS3: Communication strategy

#### **Key theme: People & Culture**

PC1: Staff development plans

PC2: Support and career progression for early career staff

PC3: Workforce Planning Strategy

PC4: Staff wellbeing

PC5: Onboarding & training

PC6: Collaboration with other service areas

#### **Key theme: Continuous Improvement**

CI1: Managing time performance

CI2: Promotion of City Development Plan and Planning delivery programmes

CI3: Assessment of completed developments and implemented strategies

CI4: Process reviews

CI5: Planning application processing agreements

CI6: Development of new Uniform modules

CI7: Planning applications – internal consultations and conditions

CI8: Planning applications - committee reports and presentations

CI9: File storage systems

#### **Key theme: Digital & data**

DD1: Better use of existing hardware and software

DD2: Planning webpages - customer interface

DD3: Better use of data

DD4: Development of Planning “digital twin”

DD5: Artificial Intelligence and other emerging technologies