



Glasgow City Council

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

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

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Item 6

27th January 2026

GLASGOW PLANNING IMPROVEMENT PLAN UPDATE

Purpose of Report:

To provide the Committee with an update on 2025 progress made on the Glasgow Planning Improvement Plan 2025-27 (GPIP).

Recommendations:

The Economy, Housing, Transport & Regeneration Policy Committee is asked to:
Note the progress made to date on the Glasgow Planning Improvement Plan 2025-27 (GPIP).

Ward No(s):

Citywide:

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

1 Introduction

- 1.1 This report aims to provide an update on the progress made by the Planning Service on its Glasgow Planning Improvement Plan 2025-27 (GPIP). The outline of the GPIP was presented to this Committee on 28 January 2025 and is structured around four key themes: Customers & Stakeholders, People & Culture, Continuous Improvement and Digital & Data. This report provides an update on the progress made in 2025.

2 Customers & Stakeholders theme

- 2.1 The “Customers & Stakeholders” theme focuses on improving relationships, communication, and experiences with Glasgow’s Planning Service. It details strategies to better meet customer and stakeholder needs, build stronger partnerships and prioritise feedback to deliver a responsive, transparent service that enhances satisfaction and trust.

Based on customer feedback, significant strides have been made in 2025 to engage with customers and stakeholders and provide better information:

- 2.2 **Website Improvements:** The Planning application webpages were restructured, with new content, checklists and guidance, making it easier for residents to find information. Usage increased and the percentage of users finding information rose by 5% this year. Further enhancements are planned for 2026.
- 2.3 **Planning Enquiries:** Our Planning Enquiries System is the primary means for residents and householders to contact the Planning Service for advice and assistance. A new customer service rota and improved enquiry handling led to a 15% improvement in ease of contact and a rise in customer satisfaction from 46.8% to 59.1%. Further improvement works are planned for 2026.
- 2.4 **Planning Consultants Forum:** Established in Spring 2025, this forum was very well received and has already met three times so far with topic-driven agendas shaped by its members. Some of the topics covered our pre-app and geotechnical processes.
- 2.5 **Housebuilder Forum:** Launched in September 2025 following the success of the Planning Consultants Forum, bringing together private and social housebuilders for sector-specific dialogue.
- 2.6 **Development Plan Updates:** A cross-party working group briefs members quarterly on the progress made in relation to the new Development Plan with a complementary online hub providing public updates.
- 2.7 **Feminist Urbanism Working Group:** This group was established with elected members and a range of officers to ensure cross-service engagement with regard to women’s experience of the city.

- 2.8 **Planning Comms Group:** Established in Spring 2025, this group has enhanced internal communications through the introduction of Teams Channels and updated Planning intranet pages. Improved internal communication has enabled staff to identify the right contacts more quickly and share best practices and process improvements, which is also positively impacting external communication.

3 People & Culture

- 3.1 The "People & Culture" theme focuses on building a positive, inclusive, high-performing workplace. Our staff are our top asset, so their well-being, engagement, and development are vital to Glasgow's Planning Service. This section highlights initiatives for skill-building, collaboration, and embedding values like respect and diversity. By prioritising people and culture, we aim to foster growth, retain talent, and achieve strategic goals.

The following is an overview of some of the highlights from the work undertaken in 2025 in this area:

- 3.2 **Staff Development:** A revised Performance Coaching & Reviews (PCR) process led to bespoke training plans for Planning staff which are currently being rolled out to staff.
- 3.3 **Early Career Support:** Dedicated mentoring and support resulted in two new chartered RTPI members and one new associate membership. Several others are working towards accreditation.
- 3.4 **Recruitment and Retention:** By implementing our Planning Resource business case, 33 new staff were recruited. This has led to a 15% rise in staff satisfaction with career development.
- 3.5 **Staff Wellbeing:** Initiatives included staff days, team-building and wellbeing activities which are reflected in a 92% job satisfaction rate based on the 2025 Planning staff survey.
- 3.6 **Onboarding & Training:** A comprehensive welcome pack and tailored training programme were introduced.
- 3.7 **Collaboration:** Workshops with other council services and enhanced intranet resources improved cross-departmental working.

4 Continuous Improvement

- 4.1 The key theme "Continuous Improvement" reflects our dedication to constant innovation and efficiency. This section presents strategies for fostering a culture of learning, process optimisation, and proactive problem-solving in the Planning Service. We prioritise measuring performance, identifying areas to improve, and setting benchmarks for future growth. By tracking metrics, adopting new technologies, and supporting creative thinking, we aim for ongoing growth and improved customer satisfaction.

The following outlines the key improvement projects undertaken in 2025 in this area:

- 4.2 KPI Review:** Planning KPIs were refined with new indicators being tracked regularly.
- 4.3 Process Reviews:** Major improvements include:
 - A new pre-application process for major pre-apps, piloted and well received, now being extended to all major and large local applications.
 - Streamlined Discharge of Conditions and Legal Agreements processes, improving efficiency and oversight.
 - Workshops and working groups with consultees are under way to develop standard planning conditions and sharing best practice with other authorities.
- 4.4 Programme Coordination:** New Development and Infrastructure Boards have been developed in NRS which allow for strategic oversight and alignment of planning and infrastructure programmes.
- 4.5 Planning Application Outcome Reporting:** Work is underway to improve reports, including committee reports, to enhance consistency and reduce administrative workload.

5 Digital & Data

- 5.1** “Digital & Data” is integral to all themes of the Glasgow Planning Improvement Plan (GPIP), supporting many outlined improvement actions. This section identifies a couple of specific improvements and opportunities not covered by other GPIP themes:
- 5.2 Digital Twin:** The Environmental Digital Twin has been upgraded to 3D, supporting more detailed urban planning analysis. Details can be viewed by clicking on the following link: [Public - Environmental Digital Twin](#)
- 5.3 Artificial Intelligence & Emerging Technologies:** Microsoft Copilot has been trialled, improving efficiency and service quality. Glasgow is also part of a pilot with the Digital team in Scottish Government looking to introduce new digital solutions for the ePlanning portal.

6 Conclusion and next steps

- 6.1** In 2025, the Planning Service made significant progress in customer service, stakeholder engagement, staff development, process efficiency, and digital innovation.
- 6.2** Key priorities for 2026 include:

- Completing phase 2 of the Planning Enquiries system and further enhancing web resources.
 - Build on the positive momentum of our stakeholder forums, ensuring they continue to thrive and play a meaningful role in informing our decisions.
 - Continuing staff development and wellbeing initiatives.
 - Enhancing tools for performance tracking and further automating planning outcome reports.
 - Advancing digital solutions and addressing technical constraints.
- 6.3 The Planning Service has also submitted a report to the Improvement Service detailing its progress in delivering the National Planning Improvement Framework (NPIF). The Improvement Service highlighted several of our innovations, such as our stakeholder forums, as examples of best practice. Additional information about our NPIF initiatives can be found here: <https://www.glasgow.gov.uk/article/1991/Planning-Performance>
- 6.4 By building on these achievements, the Planning Service aims to deliver even better outcomes for customers, stakeholders and staff in 2026 and beyond.

7 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 Equalities Impact Assessment has been produced to accompany City Development Plan 2 and was submitted as part of the report for [CAC on 06 June 2024.](#)

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

8 Recommendations

The Economy, Housing, Transport & Regeneration Policy Committee is asked to:

Note the progress made to date on the Glasgow Planning Improvement Plan 2025-27.