

NATIONAL PLANNING IMPROVEMENT FRAMEWORK

Improvement Action Plan 2024

Argyll and Bute Council





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 | Score <small>(1=Making excellent progress, 5= No progress)</small> |
|--|---|
| 1. The planning authority has sufficient resources and skills to maximise productivity | 2 |
| 2. The planning authority has a valued and supported workforce | 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 <small>What action will you take? What will the outcome be?</small> | Owner | Importance <small>High Medium Low</small> | Timescale <small>Short term – 1 year Medium term – 3 years Long term – 3+ years</small> | Resources |
|--|------------------------|--|--|---------------------|
| Attribute 1: Review of Internal Consultee Arrangements with Roads and Environmental Health. See related DM Improvement Plan Actions: 2:10, 2:11, and 4:01. | Development Management | High | Short | Service Development |
| Attribute 1: Employ dedicated housing delivery officers to coordinate cross service facilitation of development. | Corporate | High | Short | Corporate |



| | | | | |
|---|---|--------|--------|---------------------|
| Attribute 2: Introduce annual survey of Development Management and Policy staff. See related DM Service Plan Objective 11. | Development Management/Development Policy | High | Short | Service Development |
| Attribute 2: Introduce annual DM/Planning Staff Away Day. See related DM Improvement Action: 3:03. | Development Management | High | Short | Service Development |
| Attribute 1: Delivery of training to improve number of planning officers with Carbon Literacy Qualification. | Corporate | Medium | Medium | Delivery by ACT |
| Attribute 1 and 2: Implement Mini-Service Redesign To Improve Clarity of Responsibilities and Create Career Path. | Development Policy | High | Short | Internal |





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 | Score (1=Making excellent progress, 5= No progress) |
|--|--|
| 3. This Planning Authority has embedded continuous improvement | 3 |
| 4. This Planning Authority has sound governance | 2 |
| 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 |
|--|------------------------|-------------------------------------|---|---------------------|
| Attribute 3: Delivery of training to improve number of planning officers with Carbon Literacy Qualification. | Corporate | Medium | Medium | Delivery by ACT |
| Attribute 3: Maintain an up to date DM Team Plan Current DM Team Plan covers 2024-26. | Development Management | Medium | Medium | Service Development |



| | | | | |
|---|---------------------------------------|--------|--------|--|
| Attribute 3: Development of Service/Team/Individual Performance Dashboards utilising capabilities MS Power BI to improve performance reporting and management. | Development Management and IT Service | Medium | Medium | Corporate |
| Attribute 5: Improved Customer Satisfaction Survey-to include wider range of stakeholders and improved level of feedback. | Development Management | Medium | Short | Service Development |
| Attribute 4: Develop and Pilot Place Based Board to deliver coordinated cross service and public sector improvements. | Corporate | Medium | Short | Council Services and Community Planning Partners |





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 as efficient as possible in doing this. The planning authority makes best use of digital technology and how it manages and uses data.

| Attribute | Score <small>(1=Making excellent progress, 5= No progress)</small> |
|---|---|
| 6. The planning authority has a robust policy and evidence base | 2 |
| 7. The planning authority makes best use of data and digital technology | 3 |
| 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 | Owner | Importance | Timescale | Resources |
|---|---------------------------------------|-----------------------|--|-----------|
| What action will you take? What will the outcome be? | | High Medium Low | Short term – 1 year Medium term – 3 years Long term – 3+ years | |
| Attribute 7 and 8: Explore the development of a shared workspace for progression of S75/Planning Legal Agreements. | Development Management/Legal Services | Low | Short | Corporate |



| | | | | |
|---|--|--------|--------|--|
| Attribute 7 and 8: Development of Service/Team/Individual Performance Dashboards utilising capabilities MS Power BI to improve performance reporting and management. | Development Management and IT Service | Medium | Medium | Corporate |
| Attribute 8: Develop and Pilot Place Based Board to deliver coordinated cross service and public sector improvements. | Corporate | Medium | Short | Council Services and Community Planning Partners |
| Attribute 6, 7 and 8: Develop spatial analysis and monitoring of short term let licensing to inform potential development of Planning Control Areas. | Development Policy/GIS/Regulatory Services | High | Short | Internal |
| Attribute 7 and 8: Better integration of Backoffice DM Systems for casework/workflow/document management, and enhancement of Public Access functionality. See related DM Improvement Plan Actions 2:07, 2:09, 2:12 and 2:17. | Development Management | High | Medium | Service/ABC IT/External Software providers. |
| Attribute 8: Review handling of Third Party Late Representations. See related DM Improvement Plan Action 2:14. | Development Management | Medium | Medium | Service Development/ABC Governance |
| Attribute 7 and 8: Process for Post-Determination Discharge of Planning Conditions and Review of Model Conditions. See related DM Improvement Actions Plan 2:15 & 2:16. | Development Management | Short | Short | Service Development |
| Attribute 7 and 8: Planning Enforcement Workflow, Procedures & Performance Reporting. See related DM Improvement Plan Actions: 2:04 & 2:06. | Development Management | Medium | Short | Service Development |



| | | | | |
|--|----------------------------|------|--------|--|
| Attribute 6: Improve LDP data management capacity to adequately and timeously manage LDP process. | Development Policy Team/IT | High | Medium | To be identified through IT Strategic Planning |
| Attribute 6: Improve tailored engagement with young people, piloting this in two areas Helensburgh and Oban as part of Strategic Development Plan Framework delivery. | Development Policy | High | Short | Consultants have been engaged to deliver this. |
| Attribute 6: Improve understanding of Housing Market Needs and Demands. | Housing Service | High | Medium | Consultants have been engaged to deliver this. |
| Attribute 8: Employ dedicated housing delivery officers to coordinate cross service facilitation of development. | Corporate | High | Short | Corporate |





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 | Score (1=Making excellent progress, 5= No progress) |
|--|--|
| 9. This planning authority has good customer care | 3 |
| 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 <small>What action will you take? What will the outcome be?</small> | Owner | Importance <small>High Medium Low</small> | Timescale <small>Short term – 1 year Medium term – 3 years Long term – 3+ years</small> | Resources |
|---|------------------------|--|--|---------------------|
| Attribute 9: Pre-application Enquiry Service: Review and upgrade of existing preapplication enquiry service and self-service publications. | Development Management | High | Medium | Service Development |
| Attribute 9: Employ dedicated housing delivery officers to coordinate cross service facilitation of development. | Corporate | High | Short | Corporate |



| | | | | |
|---|------------------------|--------|--------|--|
| Attribute 10: Improved Customer Satisfaction Survey – to include wider range of stakeholders and improved level of feedback. | Development Management | Medium | Short | Service Development |
| Attribute 10: Improve tailored engagement with young people, piloting this in two areas Helensburgh and Oban as part of Strategic Development Plan Framework delivery. | Development Policy | High | Short | Consultants have been engaged to deliver this. |
| Attribute 10: Improve understanding of Housing Market Needs and Demands. | Housing Service | High | Medium | Consultants have been engaged to deliver this. |





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 | Score <small>(1=Making excellent progress, 5= No progress)</small> |
|---|---|
| 11. The planning authority supports the delivery of sustainable, liveable and productive places | 2 |
| 12. This planning authority supports the delivery of appropriate development | 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 | Owner | Importance | Timescale | Resources |
|--|--------------------|-----------------------|--|---|
| What action will you take? What will the outcome be? | | High Medium Low | Short term – 1 year Medium term – 3 years Long term – 3+ years | |
| Attribute 11: Review Local Nature Conservation Sites. | Development Policy | Medium | Short | Nature Restoration Fund |
| Attribute 11: Refresh Local Biodiversity Action Plan | Development Policy | Medium | Short | Nature Restoration Fund |
| Attribute 11: Develop Community Woodland in Dunbeg. | Planning | Medium | Medium | Nature Restoration Fund/ACT/Community Council |



| | | | | |
|--|-------------------------------|------|--------|---|
| Attribute 12: Employ dedicated housing delivery officers to coordinate cross service facilitation of development. | Corporate | High | Short | Corporate |
| Attribute 11 and 12: Deliver pilot worker housing on an Island. | Planning/Housing/Regeneration | High | Medium | Rural Growth Deal and Strategic Housing Fund, Partnership Funding |

