



NATIONAL PLANNING IMPROVEMENT FRAMEWORK

# Improvement Action Plan 2024

Glasgow 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 (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 <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
<b>Implementation of resource business care 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.</b>	Business Manager	High	Short to Medium	Planning Management Team, Planning Staff, HR, Organisational Development, Staff from Other Service Areas, Liaison with Universities,



				Colleges, RTPI, HoPS and Local Authorities
<b>Preparation of long-term workforce planning strategy following the 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 and work placed degrees.</b>	Business Manager	Medium	Medium to Long	Liaison with Universities, Colleges, RTPI, HoPS and Local Authorities
<b>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 and information sharing.</b>	Business Manager	High	Short to Medium	Staff Working Group (Planning Staff and Teams within 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	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
<b>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.</b>	Business Manager	High	Short	Planning Working Group (Staff and Senior Leadership Team)
<b>Councillor briefings and training on specific subjects as well as the ambitions of Planning in the city to</b>	Business Manager and Group	High	Short	Development Management Staff



<b>allow a broader perspective on the ambitions of Planning.</b>	Development Management			
<b>Development of a Planning intranet page to improve visibility of Planning work to other service areas within GCC and to increase joint working.</b>	Business Manager	Medium	Short to Medium	Working Group (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 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 (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 <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
Improve planning application guidance documents to increase number of applications validated first time.	Business Manager	High	Short	Planning Technicians and Summer Intern



<b>Review of pre-app process in partnership with planning agents in order to increase customer satisfaction.</b>	Group Manager – Development Management	Medium	Medium	Planning Staff, Planning Agents and Internal Consultees
<b>Review of planning conditions and reports of handling to streamline processes and reduce volume of conditions and size of reports.</b>	Group Manager – Development Management	High	Short	Working Group (Planning Staff and Internal Consultees)
<b>Explore the use of Artificial Intelligence (AI) and other digital technology to enhance customer service and communication and to streamline processes.</b>	Business Manager	Medium	Medium	Business Manager, Planning Technicians, Strategic Information, Innovation and Technology Staff (SIIT Team)





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	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 <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
<b>Review and improve Planning Enquiry Service to improve response times and efficiency.</b>	Business Manager	High	Short	Planning Staff, Customer and 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  
and Group Manager  
Development  
Management

Medium

Medium

Planning  
Communications  
Group and 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	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	Whole Council Through Senior Leadership Involvement
Explore the use of the Place Standard Tool in the evaluation of Strategic and Local Delivery	Group Manager – Spatial Strategy	High	Long	Spatial Strategy Team, Other GCC



Frameworks to measure the impact of place-based action programmes.

and Planning and Financial

