



NATIONAL PLANNING IMPROVEMENT FRAMEWORK

# Improvement Action Plan 2024

Angus 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	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
Work to embed workforce development and career progression, like current route, as part of an overall Council approach that is not solely dependent on vacancies arising.	Service Leader, Service Leader HR, and OD	Medium	Medium to Long	HR and Organisational Development, Corporate Leadership Team. Continued liaison with College, University and RTPi.



Ensure staff are working in person on a regular basis both within and across teams, to improve opportunity for shared learning and development.	Managers and Team Leaders	Medium	Short	Staff within the Planning functions and across the wider service.
Ensure quarterly reviews and annual appraisals are completed in line with the new process with subsequent developed training strategy.	Managers and Team Leaders	High	Short	Those with line management responsibilities within the service.
Progress training opportunities within and across teams via lunchtime sessions where possible.	Service Leader	High	Short	Council services.
Maintain staff access to electronic resources including DCP, IDOX and Linets to allow opportunities for self-supported learning and development.	Service Leader	High	Short	Departmental budgets.





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 <small>(1=Making excellent progress, 5= No progress)</small>
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 <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
Further Councillor training to support them in decision making and in application of NPF4.	Service Leader	High	Short	Legal and Governance
Work closely with the complaints team to better monitor the number and response times of complaints, and to review the nature and content of complaints to try and learn from them to reduce complaints in the future where possible.	Service Leader	Medium	Medium	Service Leader



Completion of Service Plan, linked to performance measures to assist in monitoring delivery.	Service Leader	High	Medium	2 and Managers
Establish a member and officer working group to review our section 43A scheme of delegation based on experience and learning to ensure it is up to date and fit for purpose.	Service Leader	High	Short	Elected members and staff from legal and democratic and planning services





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	4
7. The planning authority makes best use of data and digital technology	4
8. The planning authority has effective and efficient decision-making processes	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	
Review LDP timescales and project management to identify opportunities to expedite key areas.	Development Plan Manager	High	Short	Development Plan but also available financial resource.
Direct additional resource to expedite LDP preparation.	Service Leader	High	Short	Development Plan Manager but also



				available financial resource.
Reintroduce Developers/Agents Forum.	Service Leader	Medium	Medium	Service Leader
Review procedures for enforcement cases to publish update position statements on public access at milestones.	Development Standards Manager	High	Medium	Development Standards Manager and Enforcement Officer
Progress better use of case management to track enforcement cases.	Development Standards Manager	High	Medium	Development Standards Manager and Enforcement Officer
We will work to review and progress our GIS data library and layers to support the corporate approach to Place.	Development Plan Manager	High	Short	GIS Team
We will investigate opportunity to implement PowerBI to support project management.	Service Leader	Medium	Medium	Resource from within the Strategic Policy 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	3
10. The planning authority has effective engagement and collaboration with stakeholders and communities.	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 <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
Review and digitise customer satisfaction approach associated with development standards.	Development Standards Manager	Medium	Medium	Staff resource within the Development Standards team
Review validation standards across the team to ensure consistency in application.	Development Standards Manager	Medium	Medium	Development Standards Manager



We will implement a regular review of legacy cases to ensure there is continued progress.	Service Leader – Planning and Sustainable Growth	High	Medium to Long	All relevant Council Services
Develop a consultation and engagement strategy to support activity around the approach to Place.	Development Plan Manager	High	Short	Staff resource within the Vibrant Communities Service and Development Plan team.
Support implementation of Council wide engagement portal.	Development Plan Manager	High	Short	Staff resource within the Vibrant Communities Service and Development Plan team.
Provide area officer telephone numbers to Community Council planning contacts.	Development Standards Manager	High	Short	Development Standards Manager
Introduce annual community council forum.	Service Leader	Medium	Medium	Service Leader and Managers
Consider reintroduction of pre-application service follow review of the approach and discretionary charging schedule.	Service Leader	Medium	Medium	Service Leader and Development Standards 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 <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 <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
Consider preparation of a renewable energy masterplan to support the evidence base for the LDP and to provide a proactive approach to future decision making.	Development Plan Manager	High	Short	External resource required to progress. Economic Development.
Progress work to embed approach to Place and local governance at a Corporate level.	Service Leader	High	Short	Resource from within the Service and Service Leader



				Vibrant Communities
Consider publication of information on Public Access to record which planning conditions have been discharged.	Development Standards Manager	Medium	Medium	Development Standards staff and IT support.

