

NATIONAL PLANNING IMPROVEMENT FRAMEWORK

Improvement Action Plan 2024

Inverclyde 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	3
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
Undertake anonymous staff survey	D Henderson	High	Short	Digital
Follow corporate succession planning guidance and identify high risk posts requiring early development (e.g., Management/leadership posts)	D Henderson/N McIlvanney	Medium	Medium	HR/Learning and Development
Undertake effective recruitment to reinstate full staff complement	D Henderson	High	Short	HR/Finance
Review internal consultation processes to aid the fluent processing of planning applications	D Henderson	High	Short	Roads/Public Protection/Building Standards/Licensing



Continue to develop cross service working to ensure that planning service delivery is efficient and customer orientated service.	D Henderson	Medium	Long	Environment and Regeneration Directorate
Review and optimise service structure utilising current and pending vacancies to build in agility and resilience to service delivery	D Henderson	High	Short	Allocated service budget
Introduce a new Graduate or Assistant Planner post into the Planning Service	D Henderson	Low	Medium	HR
Encourage as many staff as possible to secure a planning degree and attain Membership of the Royal Town Planning Institute	D Henderson	High	Medium	HR





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
Increase engagement with stakeholders and partners and engage in wider peer review to embed continuous improvement	D Henderson/ N McIlvanney	High	Short	Cross Service Working – Housing, Planning, Public Protection. Input from corporate Comms



Obtain recognition for high performing staff/customer engagement/project work through awards	D Henderson	Medium	Medium	RTPI, HOPS, etc...
Increase resilience around decision making process, CPO/Committee responsibilities	N McIlvanney	High	Long	Legal Services, Member Services
Minimise total number of complaints received	D Henderson	High	Long	HR, Customer Services and Chief Executives Office
Explore other ways of upskilling staff and enabling staff development, for example developing relationships with planning staff in other organisations	D Henderson	Medium	Short	HR, HOPS, RTPI and Training 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 (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	3
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 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
Maintain performance levels and timescales as achieved to date in 2024/25	D Henderson	High	Long	Staff – Monitoring of workload and performance by leadership team
Ensure that LDP/Evidence Report is progressed timeously and has content that is robust to allow the	D Henderson	High	Short, Medium, and Long	Cross Service Working, EMR for



plan to form appropriate conclusions as to policy and land allocations				Consultant Appointment
Maximise digital engagement	D Henderson	High	Medium	Corporate Comms, ICT
Prepare an updated timetable for preparation of the new Local Development Plan	D Henderson	High	Short	Corporate Comms
Continue to support Clydeplan's regional planning work to set an overall long-term vision	D Henderson	High	Long	Glasgow City Region and Partners
Continue to monitor enforcement through existing systems described in section 8.4	K Dean	Medium	Long	Development Management 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.	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
Prioritise engagement with community bodies and underrepresented groups in 2025/26	D Henderson	High	Medium	Corporate Comms, Communities Team
Develop PBS Customer Forum, working with group participants to benefit customer and applicant experience	D Henderson	High	Long	Customer Participation
Develop pre-application process to give customers valuable feedback	D Henderson	Short and Medium	Long	Survey Feedback and Customer Input
Deliver effective community engagement events to promote the importance of the planning service and planning profession	D Henderson	Medium	Medium	Corporate Comms, Community Bodies, Education, Safer Communities Team
Develop new customer survey to ensure qualitative and quantitative data is available for analysis by leadership team	D Henderson/N McIlvanney	Medium	Medium	Legal Services



Continue to encourage communities to prepare Local Place Plans and provide resources to communities to enable them to produce Local Place Plans

K Dean/M Pickett

High

Short

GIS Mapping and Corporate Comms





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	3
12. This planning authority supports the delivery of appropriate development	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 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
Work collaboratively with all stakeholders to ensure that appropriate development is enable through the planning process	D Henderson	High	Long	Homes for Scotland, Housing, RSLs, Customers, GCR, Business/Building/Land Owners, etc...
Ensure that the Council supports the delivery of sustainable, liveable, and productive places	D Henderson	High	Long	Homes for Scotland, Housing, RSLs, Customers, GCR,



				Business/Building/Land Owners, etc...
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