

**REPORT TO:** DUNDEE, PERTH, ANGUS AND NORTH FIFE  
STRATEGIC DEVELOPMENT PLANNING AUTHORITY  
JOINT COMMITTEE MEETING ON 1st OCTOBER 2013

**REPORT ON:** TAYplan PLANNING PERFORMANCE FRAMEWORK 2012/13

**REPORT BY:** PAMELA EWEN, STRATEGIC DEVELOPMENT PLANNING  
AUTHORITY MANAGER

**REPORT NO:** SDPA06-2013

## **1 PURPOSE OF REPORT**

- 1.1 This report sets TAYplan's Planning Performance Framework for 2012/13 which has been submitted to The Scottish Government.

## **2 SUMMARY**

- 2.1 Planning Performance Frameworks commenced last year with an agreement between Heads of Planning Scotland and the Planning Minister that such Frameworks are submitted by every Planning Authority annually to demonstrate improved performance. The Scottish Government provided feedback on TAYplan's Framework submitted last year. Feedback was very positive and supportive with only a few suggested areas of action.

## **3 RECOMMENDATION**

- 3.1 It is recommended that The Joint Committee:
- a) Note the Planning Performance Framework (Appendix One) submitted to The Scottish Government.

## **4 FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications arising within this budget year.

## **5 SCOTTISH GOVERNMENT FEEDBACK ON TAYplan's 2011/12 PLANNING PERFORMANCE FRAMEWORK**

- 5.1 TAYplan received feedback from The Scottish Government on 10<sup>th</sup> June 2013 on the first Planning Performance Framework submitted in September 2012. The Minister, Derek Mackay, sets out where he wants to see particular improvement in performance across Scotland. This includes that we have a plan led system with plans up to date and relevant, reviewed and replaced on a rolling 5 year cycle.

- 5.2 With specific reference to TAYplan the Minister recognises that the first Plan was delivered within agreed timescales, praises the investment focus within TAYplan's work and communication, welcomes a proportionate and reasonable contributions policy, good evidence on how TAYplan works with partners and Key stakeholders, online communication, resource planning and continuous learning and improvements evidenced.

## **6 PLANNING PERFORMANCE FRAMEWORK 2012/13**

- 6.1 The 2012/13 performance framework (Appendix One) continues to provide evidence of sustained and improved performance by TAYplan. Over the past year TAYplan has led with a considerable amount of learning and development on key landuse issues and implications for Development Planning policy. In doing so this has brought together officers from the constituent Councils, Key Agencies, academia and the private sector. Other work has included working with youth, pioneering training on climate adaptation, and identifying key research gaps for strategic landuse change with Universities and Key Agencies.
- 6.2 The Framework sets out the progress which has been made and improvement actions for the forthcoming year. The only slippage in delivering actions in the past year relates to a new TAYplan website. This is delayed due to technical issues and staff resources being diverted on to preparing the Main Issues Report. The new website will be launched ahead of the next stage of public consultation.

## **7 CONSULTATIONS**

- 7.1 The Treasurer and Clerk to TAYplan, the Director of Communities Directorate, Angus Council, The Director of City Development, Dundee City Council, Executive Director of Environment, Enterprise and Communities, Fife Council and the Executive Director (Environment), Perth & Kinross Council have been consulted and are in agreement with the contents of this report.

## **8 BACKGROUND PAPERS**

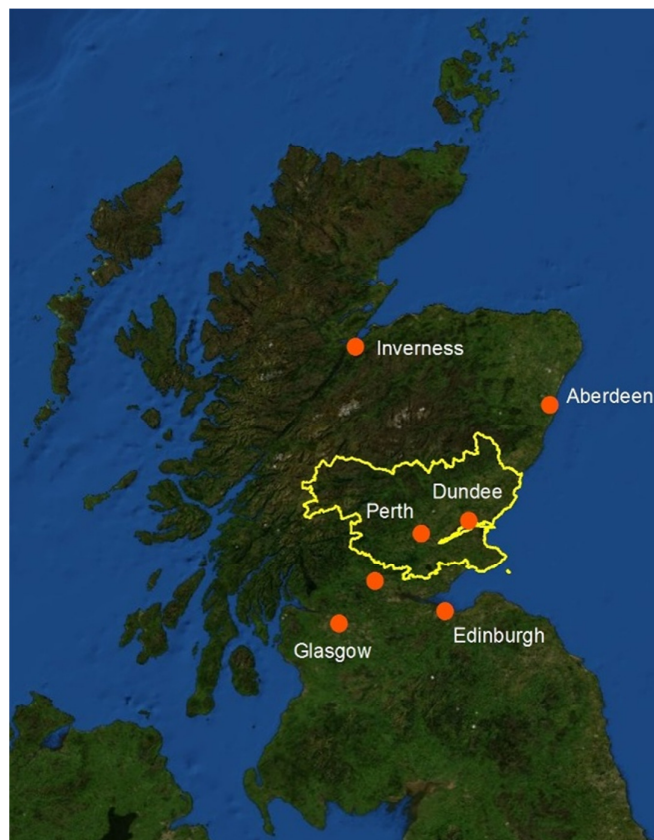
- 9.1 Audit Scotland Report 'Modernising the Planning System' (September, 2011)  
[http://www.audit-scotland.gov.uk/docs/central/2011/nr\\_110915\\_modernising\\_planning.pdf](http://www.audit-scotland.gov.uk/docs/central/2011/nr_110915_modernising_planning.pdf)
- 9.2 Scottish Government letter to TAYplan dated 10<sup>th</sup> June 2013: Planning Performance report 2011/12 feedback [www.tayplan-sdpa.gov.uk](http://www.tayplan-sdpa.gov.uk)
- 9.3 Circular 1/2009: Development Planning  
<http://www.scotland.gov.uk/Resource/Doc/261030/0077887.pdf>.
- 9.4 The Planning etc. Scotland Act 2006  
[http://www.legislation.gov.uk/asp/2006/17/pdfs/asp\\_20060017\\_en.pdf](http://www.legislation.gov.uk/asp/2006/17/pdfs/asp_20060017_en.pdf).
- 9.5 Town and Country Planning (Scotland) Act 1997  
<http://www.scotland.gov.uk/Publications/2005/01/20576/50663>

Pamela Ewen  
Strategic Development Planning Authority Manager  
19 September 2013

# Planning Performance Framework

*‘Planning to deliver’*

2012/13



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**TAYplan Strategic Development  
Planning Authority**

**September 2013**

## INTRODUCTION

- 1.1 The TAYplan Strategic Development Planning Authority covers the Dundee and Perth city region; one of four city region strategic development planning authorities in Scotland. The Strategic Development Plan provides a spatial component of the Government's National outcomes and the constituent Councils' visions identified in their Single Outcome Agreements.
- 1.2 TAYplan now covers 7401 sq.km comprising Angus, Dundee City, Perth & Kinross and north Fife Council areas. The TAYplan boundary was changed in 2012 to take account of the extended Cairngorms National Park boundary. The TAYplan area excludes areas within the National Parks.

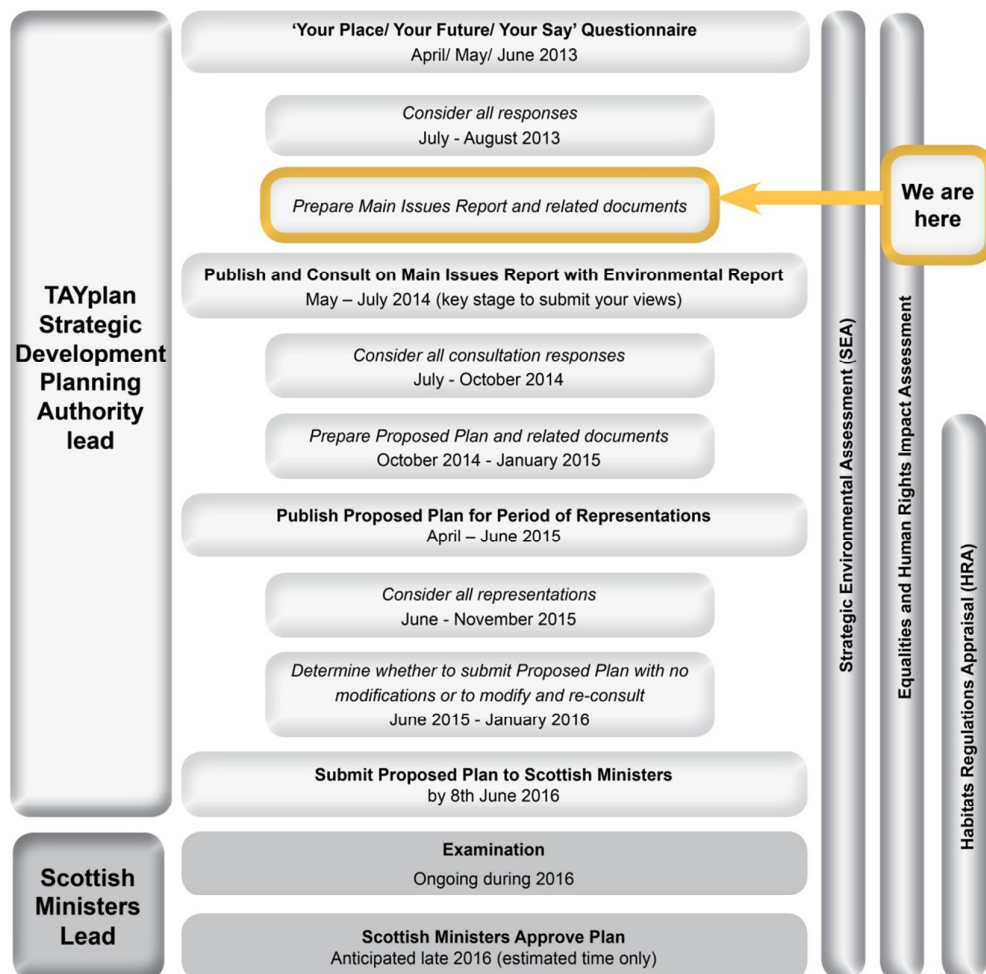


- 1.3 A spatial strategy provides certainty for inhabitants, decision makers and investors. The approved TAYplan provides a positive landuse strategy to attract and guide investment across the area. It is underpinned by a vision of improving quality of life through sustainable economic growth, place shaping and responding to climate change. This is achieved through identifying location priorities for growth, responsive management of built and natural assets and shaping better quality places through the location, design and layout of development. The Plan provides a city region framework to help deliver related National Outcomes.

## 2.0 NATIONAL INDICATORS: *Development Planning*

Indicator	Performance		
	2011/12	2012/13	2013/14
Age of Strategic Development Plan (requirement less than 5 years)	n/a	1	2
Development Plan Scheme: on track	Yes	Yes	Yes

- 2.1 The TAYplan Authority has been in place since June 2009. The first Strategic Development Plan was approved by Scottish Ministers in June 2012, within 3 years of the team being established and work commencing.
- 2.2 The review of the Plan is underway. The TAYplan Joint Committee approved the Project Plan for the delivery of the 2<sup>nd</sup> Strategic Development Plan in October 2012. The Project Plan builds in a focus on consultation at the Main Issues Report stage. The project is designed to be submitted to Scottish Ministers by 8<sup>th</sup> June 2016 i.e. within 4 years of the date of approval of the first Plan. Project planning has taken account of known risks, which are monitored regularly, and builds in time should the Authority wish to make any modifications to the Proposed Plan following considering representations received. The diagram below illustrates the key stages and timescales.



- 2.3 TAYplan updates the Development Plan Scheme at least annually, coinciding with key stages of the Plan process. The Scheme provides as much information as possible on the forthcoming participation and timescales when people can get involved. The Scheme also provides an update on progress against the Project Plan as approved at the inception of the project. The style of the Scheme was reviewed last year and the March 2013 version has an improved style.

### **3.0 DEFINING AND MEASURING A HIGH QUALITY PLANNING SERVICE**

#### ***Quality and Excellence***

- 3.1 Quality and excellence are at the core of the TAYplan team's ethos and outputs. During the past year TAYplan has not published any key outputs given the review process has been at its early stages. As such, no award submissions have been made.
- 3.2 Despite achieving the UK RTPI Silver Jubilee Cup in 2012, TAYplan has been identifying how the next Plan can be of even better quality. The focus over the past 12 months in this regard has been in six areas: knowledge sharing with academia; improving the quality of our graphics; green networks; climate adaptation; utilising and developing on the new national model for Housing Needs and Demand Assessments; and energy.
- 3.3 Work has been undertaken to better understand good/best practice in strategic spatial planning across these six areas in particular and how TAYplan can learn from this to help improve future work and outputs.
- 3.4 Staff training is on-going throughout the year. In 2012-13 this included a range of on the job training, courses relating to media, infrastructure, green networks amongst others. In addition a number of workshops were held which provided training for TAYplan staff, colleagues from the constituent Councils and Key Stakeholder organisations. These workshops including climate adaptation, graphics, green networks, energy, outcomes and indicators.



### ***Open for business***

- 3.5 The Plan as well as producing a strategic planning framework is also a marketing and promotional tool. TAYplan continually looks to promote the area for investment. TAYplan have presented at six conferences/seminars over the past year, a number to international audiences. Wherever possible TAYplan promotes the Authorities work through articles. Regular press releases are made to help people engage and better understand what TAYplan does and how they can get involved.
- 3.6 The TAYplan website is due to launch with a focus on engagement, investment and promotion. In 2011 TAYplan broadened communications through use of twitter. Now with over 180 followers this is considered to be an effective communication for sharing the work we are doing and raising awareness of the TAYplan Authority. TAYplan is seeking to increase engagement in particular with young people and utilising twitter as a means of initial engagement with a target of 300 followers by the Main Issues Report consultation stage in May 2014.
- 3.7 The Action Programme is regularly monitored in respect of progress. This provides evidence of efforts and success in delivering actions. This is discussed and agreed with TAYplan's Key Stakeholders/Agencies, all lead organisations and the constituent Councils.

### ***High quality development on the ground***

- 3.8 The vision of the approved Strategic Development Plan is based around quality of place and quality of life. During the past year TAYplan has been focusing on what improvements could be made to the next Plan to better ensure that new development is more sustainable, resilient and of a high quality. Work in relation to climate adaptation, energy and green networks has been taken forward and TAYplan are currently considering the key issues which should be explored within the Main Issues Report.

### ***Certainty***

- 3.9 Producing the first Strategic Development Plan within 3 years required a focus on project delivery within a managed structure. Reviewing the Plan and submitting within 4 years of approval requires a clear and achievable project plan to be agreed at the outset. This provides certainty to TAYplan's constituent Councils, Key Stakeholders, development industry, public and other interested parties.
- 3.10 TAYplan continues to utilise Prince2 as a project management tool. Alongside the project plan a programme of key meetings are established to ensure that the constituent councils and Key Stakeholders (14 Key Agencies) are working in partnership to deliver the key outputs.



- 3.11 Meetings are set as required by the project plan timescales, shared and agreed with partners 18 months in advance. Aligned with this is an indication of the agenda and a date when papers will be sent out. TAYplan considers this aspect of project management important; recognising that our partners have busy work schedules and by providing TAYplan key dates and when their comments will be sought, well in advance allows others to plan their work as well as being respectful.

***Communications, engagement and customer service***

- 3.12 TAYplan seeks to ensure our communication is effective as possible with the resources we have. Working in collaboration with partners continues to be fundamentally important to TAYplan's quality of work.

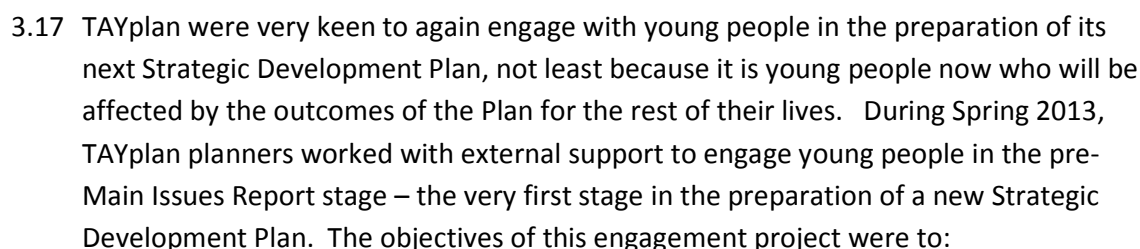
- 3.13 E-newsletters are used to inform customers at key points in the year. These are circulated to all those on our customer database, community councils, elected members and partners. Work has commenced in preparing a communications strategy for the Main Issues Report engagement stage for positive customer experience.



- 3.14 TAYplan's customer standards are published and adhered to. Customer surveys have not been undertaken to date, but will be considered further nearer the Main Issues Report stage, at the key stage of engagement.
- 3.15 Although not a legal requirement, an initial stage of consultation was held over a 7 week period from late April 2013 to provide an opportunity for people and organisations to submit their thoughts on any big ideas – new projects and what the key issues are to help inform the preparation of the Main Issues Report. This was not a main stage of consultation; that is at the Main Issues Report stage next May/June/July 2014, but did provide an opportunity in particular for key stakeholders, community councils and other organisations to submit any comments and for new project ideas. TAYplan also worked with schools and a youth group and ran workshops with 70 young people. TAYplan made improvements in its questionnaire design, learning from previous ones.

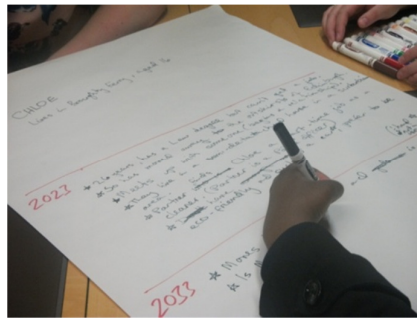


*TAYplan Consultation Portal*



- Gain an insight into young people's aspirations and concerns for the future, to feed into preparation of the Main Issues Report.
- Generate interest and enthusiasm amongst local schools and youth councils (where they exist) for further engagement with planning in the future.
- Build capacity amongst planners in TAYplan and partner authorities to undertake further engagement with young people when the Main Issues Report is published in 2014.
- Develop new ways of engaging young people in strategic development planning.

- 3.18 Through all of the workshops 70 young people were involved. The report on this engagement has been published on the TAYplan website ([www.tayplan-sdpa.gov.uk](http://www.tayplan-sdpa.gov.uk)). Overall, the diversity of those who were involved has provided a wealth of information to influence preparation of the Main Issues Report. The sessions had an important educational element for the young people. Encouragingly, each of the schools/youth organisations involved were keen to be involved again in the future. The process of joint working between TAYplan planners, local authority planners and the external consultant has helped to ensure that TAYplan staff are confident in planning and managing further opportunities to engage with young people at the Main Issues Report stage.



- 3.19 The fundamental principle for TAYplan to take forward in future opportunities to engage with young people is to focus on aspects of their lives that they can relate to. A focus initially on the place that they stay, and scaling this up to get them to think more broadly about where they might be in the future and why allowed TAYplan to build up a picture of planning at the strategic scale.

#### ***Effective and efficient decision making***

- 3.20 TAYplan's Joint Committee meets a minimum of twice per year, the timing of which is determined by the project plan. A scheme of delegation is in place. Elected members of the Joint Committee are briefed ahead of key stages of the Plan and following consultation stages. This provides an opportunity for discussion on key issues and potential responses ahead of the Joint Committee considering and determine key outputs.

#### ***Effective management structures***

- 3.21 TAYplan is led by a manager who reports to a Project Board comprising the 4 Heads of Service within the constituent Councils. A resource plan is prepared aligned with the project plan to ensure delivery of the Plan. The resource structure has changed from support to the core team coming through the constituent councils to temporary external appointments. This reflects the effective reduction on staff resources within the 4 constituent councils and aligns with the peaks in workload and skill requirements for different aspects of the Plan's review. This is providing an opportunity for graduates to gain experience.

### ***Financial management and local governance***

- 3.22 TAYplan's financial regulations are agreed by the Joint Committee and are controlled by Dundee City Council. Audit Scotland did not raise any substantial issues in respect of recent audited accounts.
- 3.23 A scheme of delegation is in place, last reviewed in 2011, which provides delegation from the 4 constituent councils to the Joint Committee and then to the TAYplan manager. The TAYplan Board meets ahead of each Joint Committee and other key stages, to whom the TAYplan manager reports. In addition, TAYplan has two other groups which help shape the work; the Steering Group (comprising managers of the constituent council) and the Key Stakeholders Group (comprising 14 key agencies and organisations). During the past year Sport Scotland have joined this group of Key Stakeholders.

### ***Culture of continuous improvement***

- 3.24 Continuous improvement is central to TAYplan's work and the team continue to demonstrate a culture of learning and improving. A considerable amount has been done over the past year. A key focus has been leading with learning and development across a range of landuse issues by bringing together TAYplan team with Key Stakeholders, 4 constituent Councils, academia and private sector. This is demonstrated over the past year through, for example:
- Considering good/best practice across the world in areas such as climate adaptation and green networks.
  - Pioneering training on climate adaptation with Adaptation Scotland to inform Development Plans.
  - Improving the quality of online questionnaires to make these easier for customers to understand and relate to.
  - Developing our graphics further through learning from the Scottish Government, consultants, other SDPAs and the University of Abertay.
  - Improving knowledge sharing, not just for TAYplan but across the constituent councils and key stakeholders with academic colleagues from Universities within the TAYplan area.
  - Developing research on strategic issues which will better inform future policy.
  - Leading thinking on outcomes and indicators which has informed the work in other SDPAs, not only saving time and costs but achieving more consistency.
  - Leading with training within TAYplan together with the constituent Councils, Key Stakeholders and Universities.
- 3.25 The Scottish Government's *Review of Strategic Development Plan's: Process and Content* programmed to start in October 2013 will assist TAYplan to identify any further areas for improvement.

#### 4.0 SUPPORTING EVIDENCE

- 4.1 Much of the evidence to support TAYplan's performance during 2012-13 is documented above. A number of areas of research and how this is being translated into improving policy will be documented within TAYplan's forthcoming Topic Papers which will be published alongside the Main Issues Report in April 2014.
- 4.2 A number of documents have been published which evidence the progress and improved performance of TAYplan. These include:
- Study undertaken with 3 Universities and Key Stakeholders identifying gaps in strategic landuse research '[http://www.tayplan-sdpa.gov.uk/Tayplan%20Study%20Final%20Report\\_April2013.pdf](http://www.tayplan-sdpa.gov.uk/Tayplan%20Study%20Final%20Report_April2013.pdf)'.
  - Report on training with Adaptation Scotland providing learning for others <http://www.adaptationscotland.org.uk/4/129/0/TAYplan--adaptation-workshops-for-planners.aspx>.
  - Youth Workshop report [www.tayplan-sdpa.gov.uk](http://www.tayplan-sdpa.gov.uk).

#### 5.0 SERVICE IMPROVEMENTS: 2013-14

##### ***Delivery of our service improvement actions 2012-13***

- 5.1 Actions in last year's performance report have largely been implemented.

Improvement Action	Action Taken
4 areas of improvement identified by Audit Scotland: <ul style="list-style-type: none"><li>• Monitor progress against key milestones, ensure delays are minimised</li><li>• Agree resource requirements</li><li>• Work with key agencies to develop an understanding of roles etc.</li><li>• Ensure processes are in place to enable and support better and more effective community engagement</li></ul>	<p>A Project Plan is approved at the Project Inception stage and monitored against those agreed timescales. Risk is also monitored regularly and actions agreed.</p> <p>Financial resource is reported regularly and considered in detail annually. Staff resource is planned 6-9 months ahead.</p> <p>TAYplan continues to meet and discuss roles, needs and expectations with Key Stakeholders.</p> <p>TAYplan continues to provide improved community engagement with the limited resources available. An additional early engagement stage was provided in April-June 2013.</p>
Launch a new TAYplan website	New website almost complete. Launch has been delayed due to technical difficulties and staff having to focus on MIR work.
Continue to log lessons learnt	This is part of our project management structure.

Consider and seek to identify further ways of speeding up the plan making process	There is limited opportunity for TAYplan to increase already very tight project timescales balanced with resources. Lessons learnt from the 1 <sup>st</sup> SDP have resulted in a reduced number of draft versions of key documents being prepared, resulting in more time for partners and key stakeholders to comment. Speeding up the TAYplan process would require governance changes to provide more delegated authority to the TAYplan Joint Committee.
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### ***Service improvements actions 2013-14***

- 5.2 The following improvement actions will be undertaken over the forthcoming year:
- Customer survey aligned with Main Issues Report consultation.
  - Development of research with partners and academia.
  - Update case studies in discussion with the Scottish Government.
  - Together with other Strategic Development Planning Authority Managers, the TAYplan Manager will promote strategic landuse planning and assist in developing and/or influencing other related plans and strategies.
  - Consider the output from The Scottish Government's *Review of Strategic Development Plan's: Process and Content* and identify any improvements for TAYplan.

## **6.0 WORKFORCE AND FINANCIAL INFORMATION**

- 6.1 TAYplan has three full time and permanent employees; Manager, Senior Planner, and Planner. Resource planning is undertaken every 6-9 months to ensure resources are in place to deliver the project. TAYplan has moved to a model of recruiting additional resources on temporary contracts.
- 6.2 TAYplan is funded equally by the four constituent councils providing an income of £240,000 for 2012-13. Budgets are monitored and considered through the TAYplan Board meetings with a focus on current budget year spend and seven year projections (2 Plan cycles). The Joint Committee note the budget positions and 3 yearly projections through their meetings.

## **7.0 CONCLUSIONS**

- 7.1 TAYplan Strategic Development Planning Authority over the period 2012/13 has performed well. This period coincides with the initial stage of reviewing the approved Plan. TAYplan will continue to identify and implement improvements to maintain and enhance the best practice which has been delivered since 2009. TAYplan will proactively contribute to The Scottish Government's *Review of Strategic Development Plan's: Process and Content*.