

**REPORT TO:** DUNDEE, PERTH, ANGUS AND NORTH FIFE  
STRATEGIC DEVELOPMENT PLANNING AUTHORITY  
JOINT COMMITTEE MEETING ON 14th OCTOBER 2014

**REPORT ON:** TAYplan PLANNING PERFORMANCE FRAMEWORK 2013/14

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

**REPORT NO:** SDPA10-2014

## **1 PURPOSE OF REPORT**

- 1.1 This report sets TAYplan's Planning Performance Framework for 2013/14 which has been submitted to the Scottish Government.

## **2 SUMMARY**

- 2.1 This is the third year of Planning Performance Frameworks, 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 2012/13 PLANNING PERFORMANCE FRAMEWORK**

- 5.1 TAYplan received feedback from the Scottish Government in December 2013 on the second Planning Performance Framework. 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 welcomes the strong project management to help ensure that the second Strategic Development Plan is submitted to Ministers by early June 2016. The Ministers further praises the continuous improvement demonstrated and engaging with young people.

## **6 PLANNING PERFORMANCE FRAMEWORK 2013/14**

- 6.1 The 2013/14 performance framework (Appendix One) continues to provide evidence of sustained and improved performance by TAYplan. Over the past year TAYplan has focused on delivering the pre-Main Issues Report consultation, workshops with young people, and preparing the Main Issues Report and related documents.
- 6.2 The Framework sets out the progress which has been made and improvement actions for the forthcoming year. The actions relate to continuing to work with young people, undertaking customer feedback, and considering the Scottish Government's actions arising from their review of Strategic Development Plans (April, 2014) which are relevant to TAYplan. Work has already progressed to consider these actions. Report SDPA08 Project Plan Update to this Committee provides further detail on the review of Strategic Development Plans.

## **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 Review of Strategic Development Plans, the Scottish Government (April, 2014) <http://www.scotland.gov.uk/Topics/Built-Environment/planning/Development-Planning/Strategic-Planning> and the Scottish Government's response to the review (June, 2014) <http://www.scotland.gov.uk/Topics/Built-Environment/planning/Development-Planning/Strategic-Planning/ReviewDocs>
- 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  
1<sup>st</sup> October 2014



# TAYplan

Planning Performance Framework  
2013/14

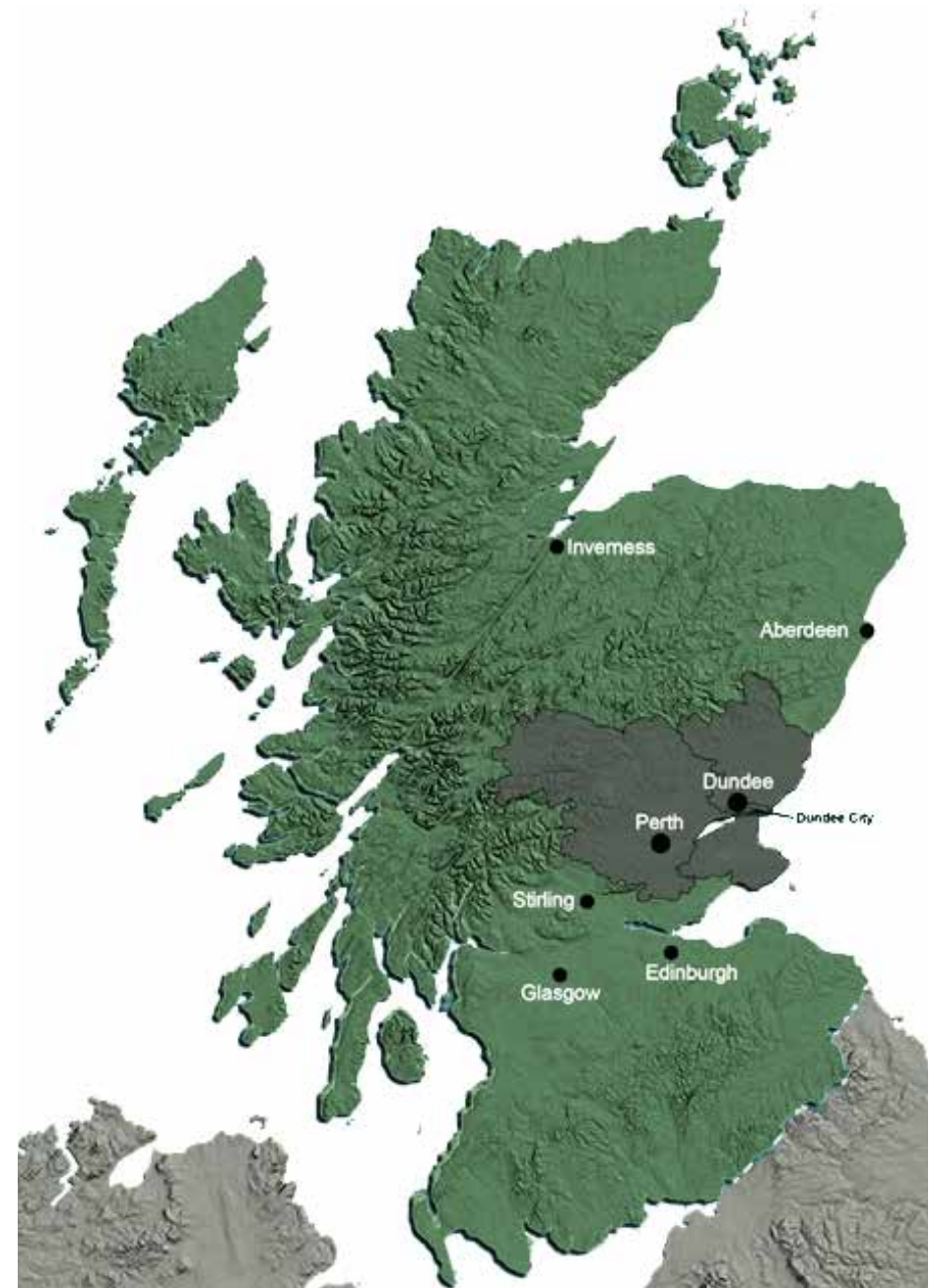


TAYplan  
Strategic Development Planning Authority

September 2014

## 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 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.
- 1.3 During 2013/14 TAYplan's focus was consulting on the Pre-Main Issues Report stage, preparing the Main Issues Report through to Joint Committee approval in February 2014. Consultation and engagement was undertaken in the first and last quarters of this period.





## National Indicators: Development Planning

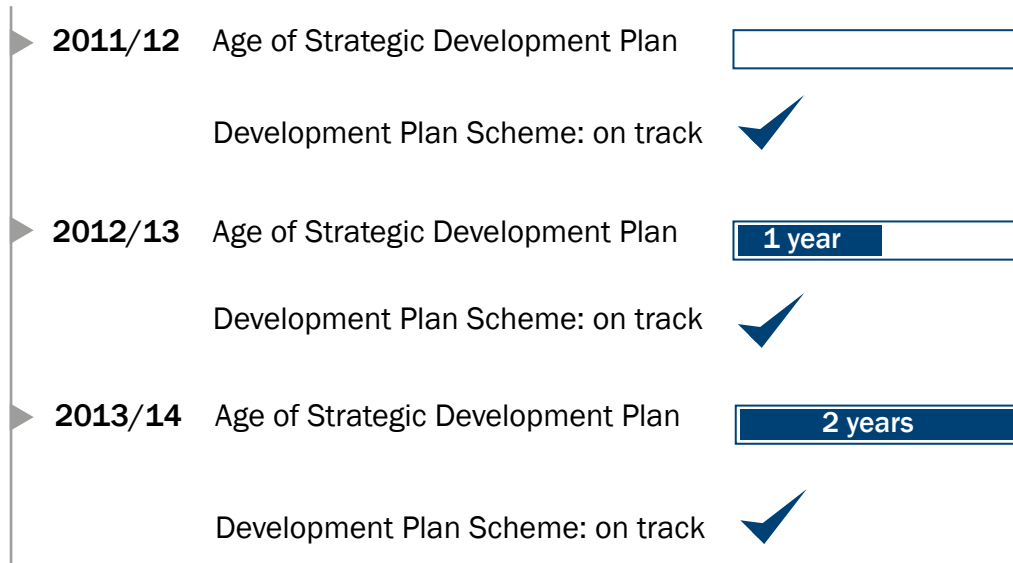


Figure 1: Performance Indicators

- 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 TAYplan Joint Committee approved the Project Plan for the delivery of the 2nd Strategic Development Plan in October 2012 ([see Report](#)). The project is designed to be submitted to Scottish Ministers by 8th 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 through the TAYplan Board (example shown in Appendix One). Figure 2 illustrates overall timescales.
- 2.3 The project continues to be delivered to timescales approved at project inception. Consultation and engagement on the pre-Main Issues Report stage was during April-June 2013. The Main Issues Report was approved by the Joint Committee in February 2014 with a 10.5 week consultation concluding in late June ([see Report](#)).

- 2.4 TAYplan published a new Development Plan Scheme in March 2014 ([see Report](#)), coinciding with the Main Issues Report stage. 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).

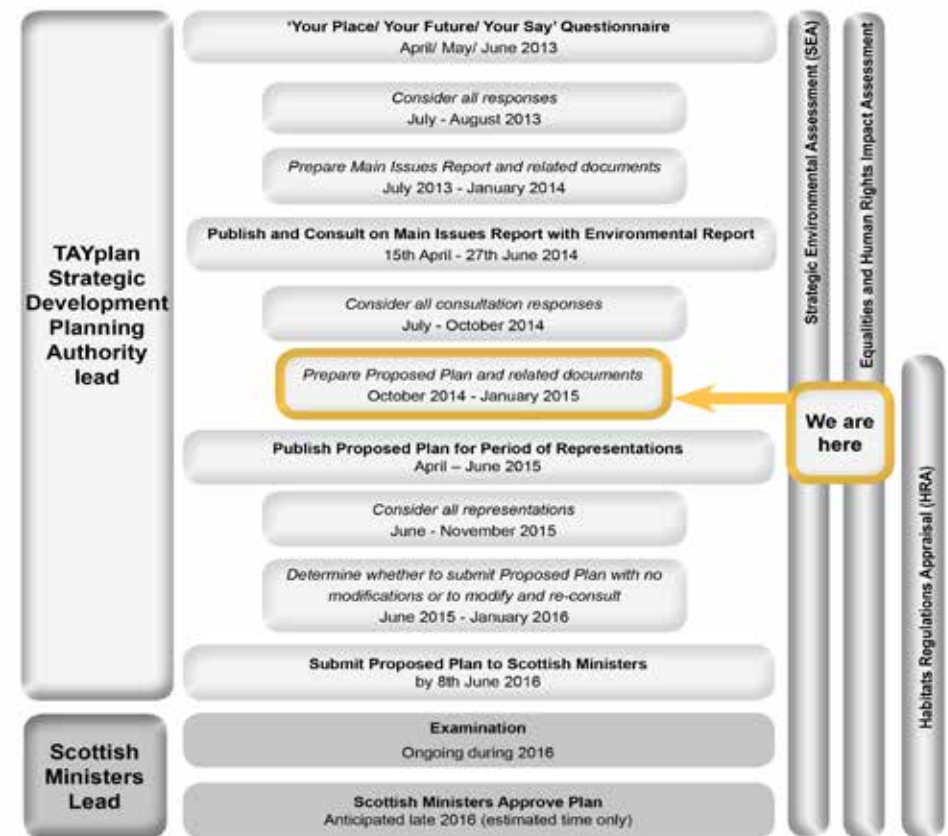


Figure 2 : Development Plan Scheme Process Diagram

## 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. The TAYplan engagement 'Your Place/Your Future/Your Say' has been shortlisted for the Scottish Quality in Planning Awards.
- 3.2 TAYplan continues to focus on how the strategic planning process and outputs continue to be of a high quality. TAYplan seeks to maintain a high standard and continue to be recognised as a good example of strategic spatial planning in an international context.
- 3.3 Staff training is on-going throughout the year. In 2013-14 this included a range of on the job training, courses relating to energy, 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. Numbers involved were 42 on energy; 15 on town centres; 32 on green networks (with a further 27 on a follow up workshop).




## Open for business

- 3.4 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 eight 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 (Figures 3 and 4).



Figure 3 : Extract from Forfar Dispatch Newspaper



The Strategic Development Planning Authority  
for Dundee, Perth, Angus and North Fife

# NEWS RELEASE

**TAYPLAN NEEDS YOU!****APRIL 2014**

Changes to towns across North Fife, Dundee, Perth & Kinross and Angus are up for discussion over the next few months.

TAYplan, the Strategic Development Planning Authority, wants to know your ideas for the next plan looking at where new houses and green networks should be located.

TAYplan also want to know how issues, such as climate change, will have an impact on the Dundee, Angus, Perth and Kinross and North Fife council areas over the next 20 years.

There will be several community drop in events across the area in the coming months with the location and dates highlighted below:

Location	Venue	Date
Crieff	Stathearn Community Campus	24 April
Cupar	Cupar Corn Exchange	29 April
Arbroath	Webster Theatre	1 May
Dundee	Discovery	15 May
Perth	Perth Concert Hall	17 May
Forfar	Reid Hall	24 May
St Andrews	Town Hall	31 May
Dundee	Caird Hall (Marryat Hall)	7 June

TAYplan is looking to refresh the strategy to take into account environmental and other changes since it was first approved in 2012.

TAYplan was set up in 2008 and focuses on the big and long term issues that affect the local area.

Further information on the consultation, including how to take part, and the role of TAYplan, can be found on [www.tayplan-sdpa.gov.uk](http://www.tayplan-sdpa.gov.uk)

**Cara Longmuir – 01382 433620**





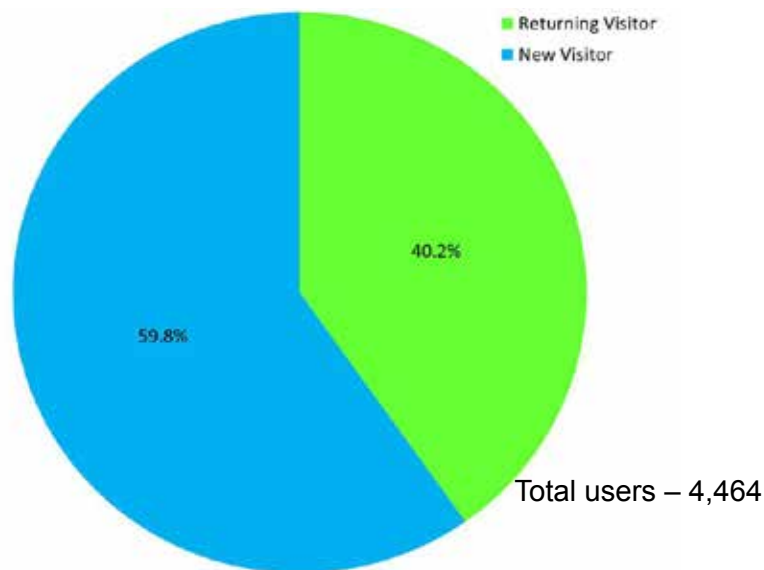


Figure 4 : TAYplan news release

3.5 A new TAYplan website was launched in March 2014 with a focus on engagement, investment and promotion. The diagram below illustrates the website traffic and demonstrates an increase in usage together with a significant proportion of new users (Figure 5). In 2011 TAYplan broadened communications through use of twitter. In the period 2013/14 followers almost doubled from 180 to 350. This is considered to be an effective communication for sharing the work TAYplan are doing and raising awareness of the Authority. TAYplan has increased engagement in particular with young people and utilising twitter as a means of initial engagement.

Figure 5: Proportion of new and returning visitors to TAYplan website between 1 April 2013 and 1 April 2014



Source: Google Analytics

3.6 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. A revised programme was approved in February 2014 ([see Report](#)). Industry bodies are not specifically consulted, with the focus being through the Local Development Plans on details for delivery. All landowners and developers with interests in the Strategic Development Areas were consulted as part of the consultation process.

Figure 6: Daily visits to the TAYplan website 1 April 2013 and 1 April 2014



Total sessions 7,029

Total page views 24,470

Average pages per session 3.48

Average session 2.55 minutes – often people linking to Portal for registration

Source: Google Analytics



## High quality development on the ground

- 3.7 The vision of the approved Strategic Development Plan is based around quality of place and quality of life.
- 3.8 The pre-Main Issues Report consultation and engagement focused on what the big issues, challenges and big projects should be. As part of this all landowners and developers with interest in the Strategic Development Areas were asked to make a submission demonstrating that the development remained effective and deliverable. Only a small number however made a submission. The Main Issues Report explored potential changes 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.

## 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. Figure 7 is shown to illustrate part of the project plan.

Figure 7: TAYplan Strategic Development Plan Project Plan

TAYplan Strategic Development Plan  
Project Plan 2012-2017  
Version: 11.0  
Updated: 12/09/12

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P		
1	APPENDIX ONE: REPORT SDPA09-2012:SDP PROJECT PLAN			Q2		2013			Q3			Q4			Q1			Q2
2				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
3	ID	Task Name	Person(s)															
4		Development Plan Scheme																
5		Prepare Development Plan Scheme	Pam															
6		Report to Joint Committee	Pam															
7		Print and Publish DPS	Lorna															
8		Submit to Ministers	Pam															
9		Action Programme																
10		Monitor implementation of																
11		Review																
12		Joint Committee																
13		Joint Committee																
14		Joint Committee																
15		Joint Committee																
16		Publish Adopted/Approved Action Programme	Pam															
17		Monitoring Statement																
18		Report on scope, key indicators, approach and any implications																
19		Undertake monitoring																
20		Prepare Monitoring Statement																
21		Report to Joint Committee with MIR (February 2014)	Pam															
22		Joint Committee																
23		Prepare monitoring statement																
24		Key Stakeholder workshop																
25		Report to Joint Committee (March 2013)																
26		Submissions invited (8 weeks) (May-June 2013)	Pam															
27		Analysis & consideration of submissions	Lorna															
28		Report to Joint Committee (October 2013)	Pam															
29		Research Studies																
30		Develop Research programme	Pam															
31		Report research programme to Joint Committee (2/10/12)	Pam															
32		Green Network Strategy	Pam/Lorna															
33		Single Outcome Agreements & Community Plans - linkages	Pam/Lorna															
34		Visioning	Pam															
35		Housing Market Areas	Nick															
36		Housing Need and Demand Assessment	Nick															
37		Employment Land Audit (Monitoring Statement)	Nick															
38		Housing Land Audits (annual) (monitoring statement)	Nick/Lorna															
39		Demographics & Population (NRS Projections)	Nick															
40		Landuse Implications of Potential Strategic changes (joint external research)	Pam															
41		Waste Management (SEPA updates etc)	Lorna															
42		Energy supply and demand overview	Pam/Lorna															
43		Economic overview/state of economy	Pam															
44		Energy/Renewables Strategy	Lorna															
45		Other areas of research - ongoing throughout	Core Team															
46		2013/14																
47		Transport modelling	Pam															
48		Retail/Town Centres Study	Pam/LA resource															
49		Strategic Flood Risk Assessment	Pam/LA resource															
50		Infrastructure: water & drainage capacity	Lorna															
51		Assessment of potential strategic land/sites	Lorna															
52		Strategic Environmental Assessment																
53		Post approval monitoring statement	Pam/PKC															
54		Confirm PKC as responsible authority	Pam															
55		Collate Baseline Environmental Information	LA resource															
56		Scoping Report	LA resource															
57		Prepare Environmental Report	PKC/Pam															
58		Report to Joint Committee along with MIR - February 2014	PKC/Pam															
59		4 Authorities Ratification (by 30 March 2014)	LA resources															
60		Printing	Pam															
61		Publish Environmental Report	PKC/Pam															
62		Submit Environmental Report to Gateway	PKC/Pam															
63		Consult on Environmental Report along with MIR	PKC/Pam															
64		Consider Responses	Pam															
65		No further work required, assuming no significant changes from MIR to PP																
66		Submit Environment Report with Proposed Plan - June 2016	Pam															
67		Publicise Submission of Environmental Report	Pam															
68		Appropriate Assessment																
69		Develop & agree methodology	Pam/LA resource															
70		Draft AA	LA resources															
71		Consult SNH	Pam/LA resource															
72		Finalise AA (Alongside PP)	LA resources															
73		Report to Joint Committee (alongside PP)	Pam															
74		Consultation with SNH alongside PP	LA resources															
75		Update AA	LA resources															
76		Report to Joint Committee	Pam															
77		Submit to Ministers	Pam															
78		Background documents (as needed)																
79		Draft background documents e.g. topic papers	Core Team															
80		Finalise papers	Core Team															
81		Equalities Impact Assessment																
82		Prepare draft EoLA alongside MIR	Lorna															
83		Joint Committee - February 2014	Pam															

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. An example (Figure 8) is shown to illustrate the 2013/14 programme of meetings. 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.

Figure 8: TAYplan Key Meetings Oct 2012 - May 2014  
(All meetings at Enterprise House, Dundee)

MEETING	MEETING DATE	Agenda + Papers out	Agenda scope
Joint Committee 10.00am	1 <sup>st</sup> October 2013	20 <sup>th</sup> September 2013	<ul style="list-style-type: none"> <li>• Report on - Pre MIR consultation</li> <li>• -Budget</li> <li>• Project update report</li> <li>• PPF 2012/13</li> <li>• HNDA overview (in project update report)</li> </ul>
Steering Group and Board (after Joint Committee)	1 <sup>st</sup> October 2013	17 <sup>th</sup> September 2013	<ul style="list-style-type: none"> <li>• Budget &amp; Resource options</li> <li>• 1<sup>st</sup> draft MIR</li> <li>• Green Network Strategy</li> <li>• Energy strategy</li> <li>• SEA update</li> </ul>
Key Stakeholder Group 10am	2 <sup>nd</sup> October 2013	17 <sup>th</sup> September 2013	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Draft MIR</li> <li>• Draft PAP</li> <li>• Green Network Strategy</li> <li>• Energy strategy</li> </ul>
Steering Group 10.00am	5 <sup>th</sup> November 2013	28 <sup>th</sup> October 2013	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> draft MIR</li> <li>• Draft PAP</li> </ul>
Key Stakeholders	By email only	Comments required by 5 <sup>th</sup> Nov.	<ul style="list-style-type: none"> <li>• Circulate 2<sup>nd</sup> draft for comments</li> </ul>
Steering Group and Key Stakeholders 10.00am	4 <sup>th</sup> December 2013	12 <sup>th</sup> November 2013	<ul style="list-style-type: none"> <li>• Finalised MIR</li> <li>• Finalised PAP</li> <li>• Draft Environmental Report</li> <li>• Draft Topic Papers: Growth/Assets&amp; resources/Spatial Strategy</li> </ul>
Steering Group 10.00am	18 <sup>th</sup> December 2013	9 <sup>th</sup> December 2013	<ul style="list-style-type: none"> <li>• Finalised Environmental Report</li> <li>• Finalised Equalities</li> <li>• Finalised DPS</li> </ul>
Board 3.00pm	21 <sup>st</sup> January 2014	7 <sup>th</sup> January 2014	<ul style="list-style-type: none"> <li>• Approval of MIR, PAP, SEA, Equalities</li> <li>• DPS</li> </ul>
Joint Committee Pre-Agenda 9.45am	11 <sup>th</sup> February 2014	4 <sup>th</sup> February 2014	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Main Issues Report</li> <li>• DPS</li> <li>• AP</li> <li>• Environmental Report</li> </ul>

## Communications, engagement and customer service

3.12 TAYplan seeks to ensure that anyone interested has the opportunity to engage at an early stage in how the TAYplan area should change. Doing so requires our communication to be as effective as possible within resources. By encouraging engagement at all stages of the Plan's preparation, TAYplan seeks to ensure that those with an interest in the area e.g. members of the public, businesses, young people and key organisations have an opportunity to contribute their views before decisions are taken. TAYplan used a number of methods in order to communicate and highlight the opportunities for consultation and engagement (see [Development Plan Scheme 2013](#) and [Development Plan Scheme 2014](#)).

### 3.13 Pre-Main Issues Report Stage

This initial consultation stage Your Place/ Your Future/ Your Say sought comments through two questionnaires (Figure 9) on - Big Issues and Big Ideas (projects). This is not the main stage of consultation. TAYplan commenced a comprehensive engagement programme with young people in Spring 2013.

3.14 This initial stage of consultation generated 47 responses which helped inform the Main Issues Report. 70 young people were involved in workshops in schools and youth groups. An overview of this initial consultation was reported to Joint Committee in October 2013 (see [Report](#)).

Figure 9: Questionnaires from Pre-Main Issues Report stage

**TAYplan 2016-2026**

**Your place | Your future | Your say**

This questionnaire will remain open until 11<sup>th</sup> June 2013. Should you have any queries please contact the TAYplan team on 01382 307180 during 9am-5pm weekdays or e-mail 'contactus@tayplan-sdpa.gov.uk'.

**CHANGE IS CONSTANT – AND SO IS PLANNING**


Change is constant. From smartphones to shopping online, people's lives don't stand still. Our cities, towns and countryside don't stand still either. Shops close on the High Street, factories are replaced by distribution depots, houses are built on fields, farms need bigger agricultural buildings. Some of these changes happen overnight; others are so gradual that you might not notice. But if you go back to a place you haven't been for 20 or 30 years, there will always be things that have changed.

**Planning** is the way in which these changes are managed. For most land there will be a statement in a plan showing what that land should be used for in the future. What the plan says will affect our futures – where we live, work and play, how businesses and the public sector invest, and what our towns and countryside will look like in the future.

Managing change means making difficult decisions. Scotland's population is growing. We need more jobs and homes. Where should they go? What extra facilities will people need like shops, parks and roads? What do we do with derelict land that is no longer needed for industry now that more of us work in the service industry? How can we help our town centres adapt to the reality of supermarkets and online shopping? How should our towns and cities respond to climate change? How should we plan for our energy needs?

These changes are real and immediate challenges. We need to think about them in a co-ordinated way. The tool for doing that is the planning system.

In and around Dundee and Perth, there are two levels of plans. TAYplan prepares the Strategic Development Plan largely covering the four Council areas of Angus, Dundee City, Fife and Perth & Kinross.



**Proposal Form for Projects of Regional Significance**

Note: The form will be provided electronically through TAYplan's website.

**Question 1: Please tell us the name of your project?**

**Question 2: Where is it located?** (please also attach a location map outlining location)

**Question 3: TAYplan has 4 outcomes for the authority to contribute to achieving. Please consider and advise how you believe your project can help achieve these outcomes:**

- We live, work and play in better quality environments;
- There is sustainable economic development and our region has a better and more distinctive image;
- More people are healthier;
- We live within Earth's environmental limits.

**Question 4: Please tell us what type of project/development this is by ticking one of the options below:**

- Infrastructure
- Energy
- Housing
- Retail
- Employment
- Waste
- Mixed Use
- Other (please specify)

**Question 5: Please tell us more about the project/development including the area of land in hectares (ha), the number of homes (if appropriate) and a description of the development type(s).**

**Question 6: Is the site within outright ownership or option of a developer?**

- Ownership of Developer
- Option for Developer
- Neither Option nor Ownership of Developer (if yes please advise of land owners)
- Multiple Ownership and a consortium formed (if yes is this a legally formed consortium)
- Multiple ownership but no consortium

### 3.15 Main Issues Report Stage

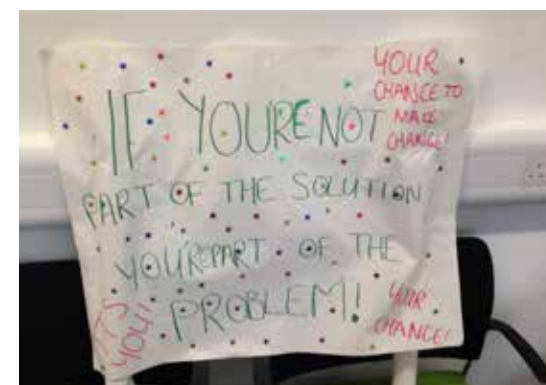
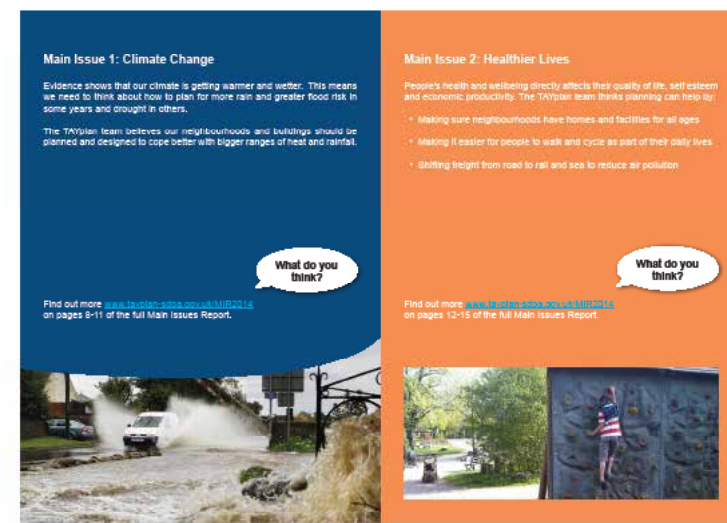
Towards the last quarter of 2013/14 communication commenced on the Main Issues Report consultation and engagement stage. This involved preparation of a number of communication methods, including:

- **Advertisements;**
- **News Releases;**
- **Radio;**
- **Posters/ Leaflets;**
- **Online;**
- **Community drop-in events;**
- **Online Consultation Portal; and,**
- **Static Displays.**

The actual delivery of this communication largely fell into the 2014/15 period.

3.16 Planning Aid Scotland assisted TAYplan in preparing a non-technical summary of the Main Issues Report. The purpose of this was to create an easy to read summary of the 8 main issues and a brief explanation of what they are and why they are considered important (Figure 10). There are a number of graphics and photographs used in the non-technical summary to assist in the explanation of each of the main issues.

Figure 10: Extract from Main Issues Report non-technical summary





- 3.17 TAYplan were very keen to engage with young people, given that the Strategic Development Plan is focusing on the next 20 years and it is young people now who will be affected by the outcomes of the Plan for the rest of their lives. TAYplan have continued to work with schools and youth groups to engage young people in how the TAYplan area should change. Building on the Youth Engagement undertaken in May/June 2013 with 70 young people, a series of events were held to provide young people with the opportunity to contribute their views through workshops. Some of these were held in the last quarter of 2013/14.
- 3.18 TAYplan selected 8 Young Placemakers, with Planning Aid Scotland providing training for them to be ambassadors for people engaging in our consultation and planning.
- 3.19 TAYplan's website was replaced (Figure 11) in March 2014. This has made it more user-friendly and has allowed the inclusion of more detailed information online. The Main Issues Report consultation was highlighted on TAYplan's website and a link provided to the documents and questions on the consultation portal.
- 3.20 E-newsletters are used to inform customers at key points in the year. Two newsletters were distributed in October 2013 and January 2014. These are circulated to all those on our customer database, community councils, elected members and partners (see *TAYplan Newsletter April 2013* and *TAYplan Newsletter February 2014*).
- 3.21 Customer feedback was not specifically sought in 2013/14. TAYplan considered that the involvement of a number of customers in the Government's Review of Strategic Development Plans through workshops and interviews provided an appropriate focus for customer feedback. The Consultants report (<http://www.scotland.gov.uk/Resource/0044/00448818.pdf>) illustrates a comprehensive sample of TAYplan customers providing feedback. This will be used in 2014/15 to inform improvements to process and content of the Plan. A new customer survey will be undertaken in 2014/15.

Figure 11: Snapshot from TAYplan website homepage



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

- 3.22 TAYplan's Joint Committee meets a minimum of twice per year, the timing of which is determined by the project plan. In 2013/14 period meetings were held inm October and February (<http://www.tayplan-sdpa.gov.uk/jointcommittee>) An effective and proportionate 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. At key stages the Joint Committee's decisions require ratification by the 4 Constituent Councils. Delegated decisions are taken by the TAYplan Manager or through the TAYplan Board.

### **Effective management structures**

- 3.23 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 TAYplan Manager reports to the Board where required.
- 3.24 The TAYplan team are employees of Dundee City Council and therefore procedures align with that Council in respect of HR, customer etc. For every member of staff an annual appriaisal and training programme is agreed, with an interim review.

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

- 3.25 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. Budget reports are considered at each of the Joint Committee meetings.
- 3.26 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. This scheme of delegation is still considered to be up to date and relevant. The TAYplan Board meets ahead of each Joint Committee and other key stages to provide scrutiny and challenge. 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 Marine Scotland have joined this group of Key Stakeholders.

### **Culture of continuous improvement**

- 3.27 Continuous improvement is central to TAYplan's work and the team continue to demonstrate a culture of learning and improving. A continued 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, in addition to how we can better engage and present TAYplan materials. This is demonstrated over the past year through, for example:
- Building on SDP1 experience and feedback, Topic Papers were prepared to provide more detailed information on feedback at pre-Main Issues Report stage, research and thinking (*see Topic Paper 2: Growth Strategy (2014)*).
  - Developing the consultants graphics work for SDPAs and Government through into TAYplans documents (*see Main Issues Report (2014) Non-technical summary*).
  - Preparing an easy read version of the Main Issues Report and other material which is easy to read and understand.
  - Further considering good/best practice across the world in areas such as climate adaptation and green networks.
  - Further developing a programme of engaging with young people (primary and secondary age) in how they can help shape their places. This included 8 TAYplan Young Placemakers being involved in our engagement and consultation and preparing projects.

- Improving on our engagement programme with a redesign to better meet customers needs.
- Designing the Main Issues Report consultation so that it also providing opportunity to inform the refresh of Tactran's Regional Transport Strategy.
- Leading with training within TAYplan together with the constituent Councils, Key Stakeholders and Universities.
- Reviewing the approach to monitoring, with a focus on outcomes. The Monitoring Statement was approved by Joint Committee in February 2014 ([see Monitoring Statement \(2014\)](#)).

## Supporting Evidence

3.28 Much of the evidence to support TAYplan's performance during 2013-14 is documented above. A number of documents have been published which evidence the progress and improved performance of TAYplan. These include:

- Project Plan Updates to the Joint Committee ([February 2014](#) and [October 2013](#))
- [Youth Camp Summary](#) (May, 2014)
- [TAYplan Newsletter](#) (April, 2014)
- TAYplan's submission to Scottish Quality in Planning Awards on engagement and consultation.

## Service Improvements

### Delivery of our service improvement actions 2013-14

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

Delivery of our service improvement actions in 2013-14:

Committed improvements and actions	Complete?
<b>Customer survey aligned with Main Issues Report consultation</b> <ul style="list-style-type: none"> <li>Comprehensive customer consultation was undertaken through the Government review of Strategic Development Plans.</li> </ul> <i>This action continues into 2014/15 aligned with the main consultation and engagement style.</i>	Yes
<b>Development of research with partners and academia</b> <ul style="list-style-type: none"> <li>Research priorities have been identified with potential funding streams being considered.</li> </ul>	Ongoing
<b>Update case studies in discussion with the Scottish Government.</b> <ul style="list-style-type: none"> <li>No case studies have been updated.</li> </ul>	No
<b>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.</b> <ul style="list-style-type: none"> <li>TAYplan continues to be involved with partner strategies and policies, e.g. Tactran Regional Transport Strategy refresh.</li> </ul>	Yes
<b>Consider the output from The Scottish Government's Review of Strategic Development Plan's: Process and Content and identify any improvements for TAYplan</b> <ul style="list-style-type: none"> <li>TAYplan has identified all relevant actions for consideration in 2014/2015.</li> </ul>	Yes



### **Service improvement actions 2014-15**

3.30 The following improvement actions will be undertaken over the forthcoming year:

- Continuation of engaging with young people in better equipping them to get involved in shaping their places.
- Undertake a customer survey to continue to understand whether TAYplan is meeting customer needs and gain a better understanding of their expectations.
- Establish a users panel to provide feedback during the drafting of the Proposed Plan with a focus on style, format and readability. The panel will include Young Placemakers, Development Management colleagues and public sector partnership(s) not already involved in the Strategic Development Plan process.
- Consider the Scottish Government's actions arising from the Review of Strategic Development Plans (<http://www.scotland.gov.uk/Resource/0045/00454434.pdf>) and determine/ action improvements for TAYplan's plan content and process.

## Workforce and Financial Information

3.31 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 recruits additional resources on temporary contracts to meet resource requirements where possible. TAYplan employed a summer student over a 13 week period and commenced a 6 month internship in February 2014.

3.32 TAYplan is funded equally by the four constituent councils providing an income of £240,000 for 2013-14. Budgets are monitored and considered through the TAYplan Board meetings with a focus on

	Tier 1	Tier 2	Tier 3	Tier 4
Head of Planning Service				1

Note: Tier 1= Chief Executive, Tier 2= Directors, Tier 3= Heads of Service, Tier 4= Managers

Staff Age Profile	Number
Under 30	1
30-39	1
40-49	1
50 and over	

		DM	DP	Enforcement	Other
Managers	No. Posts		1		
	Vacant				
Main Grade Posts	No. Posts		2		
	Vacant				
Technician	No. Posts				
	Vacant				
Office Support/Clerical	No. Posts				
	Vacant				
TOTAL			3		

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development Management				
Development Planning	240,000	170,000	49,000	
Enforcement				
Other				
TOTAL	240,000		49,000	

## Conclusions

- 3.33 TAYplan Strategic Development Planning Authority over the period 2013/14 has performed well. This period has principally been focused on the pre-Main Issues Report consultation, completing research and preparing the Main Issues Report, Monitoring Statement, Strategic Environmental Assessment, Topic Papers and related engagement materials.
- 3.34 TAYplan continues to learn from previous work, develop and improve the processes and outputs to achieve continued high quality to help achieve our outcomes. Looking ahead TAYplan seeks to deliver a Proposed Plan within approved timescales together with continually improving and in particular considering the actions arising from The Scottish Government's *Review of Strategic Development Plan's: Process and Content*.

**All hyperlinks used in this document can be found through the following links if reading a paper copy:**

Committee Reports: <http://www.tayplan-sdpa.gov.uk/jointcommittee>

Publications: <http://www.tayplan-sdpa.gov.uk/publications>

# Appendix 1

TAYplan SDPA Risk Log  
(Updated January 2014)

Strategic Devt Plan Project Risk Log					Probability/Impact Rating		Status		Risk Categories				
					5 = Very High 4 = High 3 = Medium 2 = Low 1 = Very Low		O = Outstanding A = Actioned P = Past		1 Strategic 2 Legal/Regulatory 3 Organisational 4 Political 5 Environmental 6 Operational				
Number	Category	Risk Name	Description	Risk Impact/Summary	Probability	Raw Risk Impact	Risk Score	Countermeasures	Probability	Adjusted Risk Impact	Risk Score		
1	Strategic	Change in Requirements	New or amended legislation results in new requirements	Re-work the Project Plan	1	3	3	Close liaison with Scottish Government. Review of SDP processes to commence October 2013. TAYplan leading work. Review SDP processes to commence October 2013. TAYplan leading work. Review SDP processes to commence October 2013. TAYplan leading work.	1	3	3		
2	Strategic	Governance	There will be a lack of leadership to achieve the desired outcome	Affect the priority each Council will allocate to this - failure to deliver quality product on time & budget	1	3	3	1	3	3	3		
3	Strategic	Stakeholders	Lack of continued buy-in from Key public Sector Stakeholders	Plan is not implementable	1	2	2	1	2	2	2		
6	Strategic	Private Sector Stakeholders	Lack of support for the Strategy from the Private Sector	Significant modifications by Ministers	1	2	2	1	2	2	2		
7	Strategic	Budget	Legal challenge	defend legal challenge beyond budget				through TAYplan Board.	1	2	4		
8	Operational	Joint Committee	Quorum is not achieved.	Plan could be delayed.	1	4	4	Committee Clerk seeks confirmation of attendance in advance.	1	3	3		
9	Operational	Diverging political objectives	One or more council's not supporting the Main Issues Report.	If modifications, need to publish entire Plan and 3-5 month delay.	1	2	2	Early and effective engagement of all elected members. Workshop held at 1st October JCTtee and Councils have briefed members further in advance of MIR.	1	3	3		
10	Operational	Staff recruitment and retention	Lack of a dedicated resource to run the project and ensure continuity	Delay aspects of the Project	2	3	6	Temporary Planner has resigned and re-advertising should take place in late January 2014 with anticipated new start in late April 2014. An intern has been appointed starting end February 2014 and this will help reduce the impact of resource lost within the team over period of few months. Ensure service conditions / salary consistent with the market. staff resource being addressed through temporary contracts rather than significant input from 4 Authorities.	3	3	9		
11	Operational	National Framework and Policy	NPF3 and SPP	Final versions of NPF3 and SPP make significant changes which are not covered in final draft of TAYplan MIR.	1	3	3	Scottish Government planners involved at early stage of MIR preparation. Publication of NPF3 and SPP programmed for Dec. 2013 which would allow time to make any minor changes to the MIR.	1	2	2		
12	Operational	Strategic Environmental Assessment	Completion of Environmental Report by end January 2014	Legal requirement and would delay consideration of Main Issues Report.	3	4	12	Sickness absence followed by resignation of core team staff has put this project at risk. Additional resources through DOC and PKC are currently working with TAYplan manager to complete project within timescales. The assessment work has been completed and has informed the MIR. Outstanding areas of work relate to Non technical Summary and pulling overall report together. This will be delivered by TAYplan manager within project timescales.	1	3	3		