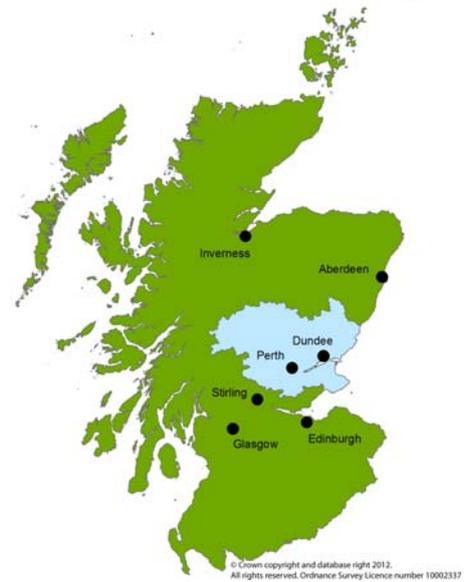




The Strategic Development Planning Authority
for Dundee, Perth, Angus and North Fife



TAYplan Strategic Development Planning Authority

Planning Performance Framework

‘Planning to deliver’

2011/12

September 2012

1.0 INTRODUCTION

- 1.1 The TAYplan Strategic Development Planning Authority covers the Dundee City-Region; one of four city-region strategic development planning areas introduced under the Planning etc. (Scotland) Act 2006. The Strategic Development Plan provides a spatial component of the Government's National Outcomes and the constituent authorities' visions identified in their Single Outcome Agreements.
- 1.2 TAYplan covers 8,112 sq. km comprising Angus, Dundee City, Perth & Kinross and north Fife, but excludes areas within two National Parks. TAYplan is home to just under half a million (9% of Scotland) accounting for 8% of Scotland's jobs and 7% of its GVA.



- 1.3 A spatial strategy provides certainty for inhabitants, decision makers and investors. The Plan 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, responsible 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 the National Outcomes.

2.0 NATIONAL INDICATORS

Development Planning

Indicator	performance	
	2011-12	2012-13
Age of strategic development plan (requirement less than 5 years)	n/a	1
Development plan scheme: on track	Yes	Yes

- 2.1 TAYplan Strategic Development Planning Authority was established in 2008 and the core team of 3 staff were in place by June 2009. The Project Plan for the delivering of the first Strategic Development Plan was approved by the Joint Committee in August 2009. There was no significant slippage throughout the preparation of the Plan which was approved ahead of schedule in June 2012. Work has now commenced on reviewing the plan for submission by June 2016.
- 2.2 TAYplan has updated the Development Plan Scheme annually and provides as much detail as possible on forthcoming participation and timescales for key stages of the plan.

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. In 2012 the Proposed Plan achieved the UK Royal Town Planning Institute's (RTPI) overall Silver Jubilee Cup after winning the Spatial Strategies category. This prestigious UK award was won for being "original and visionary in scope".
- 3.2 Congratulating the TAYplan team, Colin Haylock president of the RTPI, said: *"Planners make great places, and what TAYplan demonstrate is that it is possible to show people how planners go about doing that. By approaching the need for a long-term strategy in a new way, they have brought planning alive. What is so refreshing is what could be a dry technical document has been made accessible by presenting the information in a much more visual manner. The result is a proposed strategy that is simultaneously written to be easily read and understood by a wide audience, professionally robust, and in line with the Scottish Government's desire for a more efficient planning system"*.



L to R: Colin Haylock, RTPI UK President; Eric Dawson, Architecture & Design Scotland; Nick Smith, TAYplan; Cllr John Kellas, TAYplan Chair 2012; Pam Ewen, TAYplan Manager; Lorna Sim, TAYplan; Rt Hon Clive Betts MP, Chair of Communities and Local Government Select Committee

- 3.3 In 2011 TAYplan achieved a Scottish Quality in Planning Award for the Main Issues Report. *'The Judges were particularly encouraged by the focus and drive being brought to the development planning process. The TAYplan team have a very clear idea of what they are doing, stemming from the strength of the management process making roles clear. A significant amount has been achieved in a short period of time by being realistic and proportionate. Lessons have been learnt and are being applied to future stages. The Judges were especially pleased to hear of the efforts made to earn the respect of partners and how the success of this has positively influenced the quality of the outcome.'*



L to R: Richard Summer, RTPI President; Cllr John Beare, TAYplan Chair 2011, Joan Burnie, Associate Editor The Daily Record; Pam Ewen, TAYplan Manager; Lorna Sim, TAYplan; Nick Smith, TAYplan; John Swinney MSP, Cabinet Secretary Finance and Sustainable Growth

3.4 Staff training is ongoing throughout the year. In 2011-12 this included a range of on the job training, courses relating to design, leadership and specific planning issues and conferences. In addition opportunities were provided for the Senior Planner and Planner to job shadow within some of the Key Agencies (SNH, SEPA and Transport Scotland) to gain a better understanding of their roles and organisations, as well as an opportunity to build better relations and networks. TAYplan's Planner also undertook a 4 month secondment with Fife Council in Development Management to broaden her experience, knowledge and skills as part of training within her first 2 years.

Open for business

3.5 The Strategic Development Plan as well as producing a strategic planning framework is also a marketing and investment tool. TAYplan continually looks to promote the area for investment. Promotion of TAYplan through the awards achieved, particularly the UK Silver Jubilee Cup, brought further attention to the area.

3.6 In September 2011 and March 2012 the TAYplan Manager was invited to Ireland and Wales, respectively, to discuss and share the work of the Authority and how that may assist those countries in their consideration of strategic land use planning within a city region context. These provided an excellent opportunity to promote the TAYplan area.

3.7 TAYplan promotes itself regularly through published articles. Articles within Scottish Planner, the Scottish Property Federations newsletter and in the UK Planning magazine all promote the area for investment and detail the production of the plan. In addition regular news articles are released across the area, particularly at key stages of engagement in preparing the Plan.

Scottish Planner February 2012



Scottish Planner August 2010



3.8 In early 2012 a review of the TAYplan website commenced. The new website will be launched in 2013 with a focus on engagement, investment and promotion.

- 3.9 The approved Plan and the Action Programme provide the strategic framework for the delivery of development across the area. The Plan includes a policy on contributions which is proportionate and reasonable, providing a degree of certainty to the development industry.
- 3.10 The Action Programme was developed, discussed and agreed with the 4 constituent councils and the 13 Key Stakeholders involved. This is the first example of an Action Programme being agreed by all Key Agencies with a clear statement of commitment to jointly delivering in the actions.

Extract from Approved Action Programme (June, 2012)

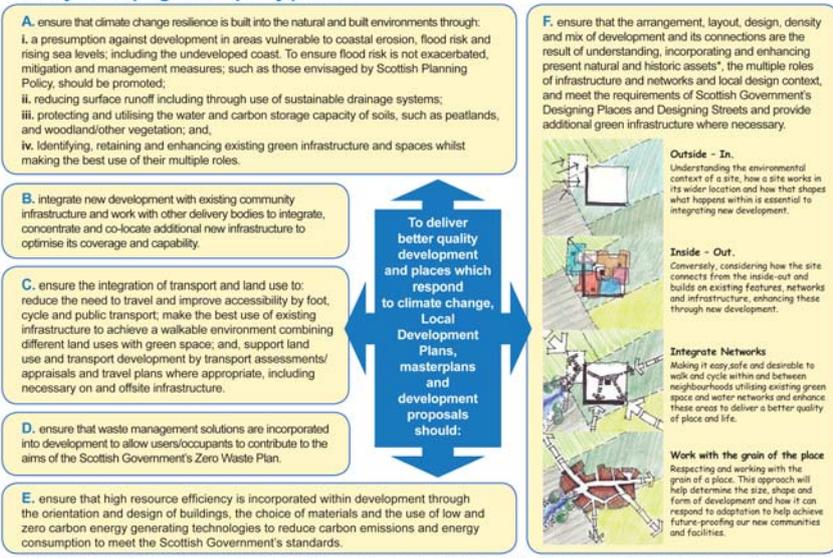


This Action Programme has been prepared in partnership with the above Stakeholders, all of whom are committed to supporting the delivery of the TAYplan Strategic Development Plan.

High quality development on the ground

- 3.11 The vision of the Strategic Development Plan is based around quality of place and quality of life. It is therefore that focus which the policies in the approved Plan provide a framework for implementing development proposals and in preparing Local Development Plans. The Plan provides a clear policy framework for shaping better quality places and in doing so assisting meeting Climate Change targets. This approach was applauded in achieving the 2 awards and by The Scottish Government (July 2010) *“TAYplan Partnership is currently the best example we have of a public body responding to climate change duties”*. This forms the basis for the Proposed Plan’s response to climate change embedded in all policy thinking.

Policy 2: Shaping better quality places



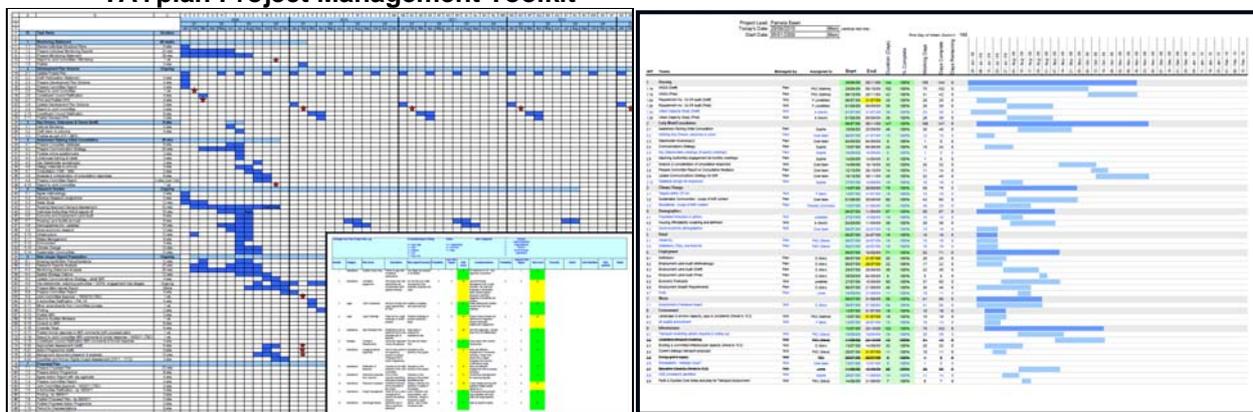
*Natural and historic assets: Landscapes, habitats, wildlife sites and corridors, vegetation, biodiversity, green spaces, geological features, water courses and ancient monuments, archaeological sites and landscapes, historic buildings, townscape, parks, gardens and other designed landscapes, and other features (this includes but is not restricted to designated buildings or areas).

3.12 The Plan utilises graphics to better express how strategic policy should be implemented at a local scale. Policy 2, as shown on the left, provides a good example of this innovative approach which has been well received by community councils, development industry and others.

Certainty

- 3.13 Through legislative requirements Development Planning now is a constant cycle of monitor-plan-review. TAYplan has been praised for their approach to project management. As set out in para. 2.1 above, the first Plan was submitted with no significant slippage to that project plan across the 2.5 years. Project management is the backbone of TAYplan's work. The Joint Committee on 2nd October 2012 will consider the Project Plan for the delivery of the second Strategic Development Plan, which requires to be submitted to Scottish Ministers by 8th June 2016.
- 3.14 Certainty is achieved through effective leadership and project management (using Prince 2). The timescale implications on project delivery of changes to any individual elements of the process were managed, with resources realigned, to still achieve the key stages of the Plan within project timescales. A risk log was continuously updated to ensure early identification and management of potential risks.

TAYplan Project Management Toolkit



- 3.15 TAYplan is a partnership, and it is this wider partnership with the 4 constituent councils and 13 Key Agencies which help produce the Plan. Certainty is provided to each of our partners on project timescales, at what points in the process they require to be involved down to dates of meetings and papers going out. This certainty is essential and respects that our partners need advance notice to build into their own work programming and therefore to engage and help shape the TAYplan work effectively and efficiently.

Communications, engagement and customer service

- 3.16 TAYplan seeks to ensure our communication is effective as possible with the resources we have. Working in collaboration with our partners is fundamentally important to TAYplan's quality of work and recognition of this through awards to date.
- 3.17 Engagement with stakeholders, communities, development industry and other interested parties is important in development planning, particularly at the Main Issues Report stage. In 2011 TAYplan won the RTPI Scottish Quality in Planning Awards for the Main Issues Report and the engagement and consultation at this stage played a key role in achieving that award. TAYplan was also highlighted in Audit Scotland's report (www.audit-scotland.gov.uk) as a good practice case study.
- 3.18 Our customer service standards are adhered to. Our Community Councils and those on our customer database are kept up to date with our e-newsletters which are published every 3-6 months.

- 3.19 Customer surveys to date have not been undertaken. This is planned in 2013. During our consultation, at our information events feedback is sought on the event and seeking ideas for improvements. Also, our constituent Councils and Key Stakeholders provide feedback at the end of each key stage of the plan process. All this is logged as lessons learnt, actions identified, communicated, agreed with stakeholders and implemented.
- 3.20 To assist speeding up the development planning system, TAYplan through all its 3 key engagement stages of the first Plan sought feedback through online questionnaires. At both Main Issues Report and Proposed Plan stages at least 75% submissions were received online. At both stages this allowed within a matter of weeks an overview of comments to be provided and elected members briefed. At Proposed Plan stage this immediately resulted in a minimum of 165 hours of staff time saved, and probably considerably more.
- 3.21 During the Main Issues Report consultation in 2011 it was evident that members of the public were finding it difficult to understand the scope of issues the strategic Development Plan was considering and how this related to them. This led to joint national work resulting in the production of a leaflet and video. This was disseminated to partners and all Community Councils, some of whom have linked the video to their own websites (<http://ads.org.uk/urbanism/features/participate-in-plan-making>).

Strategic Planning Engagement Leaflet



- 3.22 The TAYplan website is being revised to better assist customers on how they can engage, inform and invest. In 2011 TAYplan opened a twitter account and has a growing number of followers.
- Efficient and effective decision-making***
- 3.23 TAYplan's Joint Committee meets a minimum of twice per year, the timing of which is determined by the project plan. In 2011 a review was undertaken of TAYplan's governance and some changes were made to further improve efficiency and clarity of decision making. At key stages of the Plan's preparation and submission, the constituent Councils ratify the Joint Committee's decisions which typically adds 6-8 weeks at each key stage for the Strategic Development Planning Authority.

Effective management structures

- 3.24 TAYplan is led by a manager who reports to a Board comprising the 4 heads of service within the constituent councils.

Financial management and local governance

- 3.25 TAYplan's financial regulations are agreed by the Joint Committee and are controlled by Dundee City Council. A scheme of delegation is in place, and was reviewed in 2011, which provides delegation from the 4 constituent Councils to the Joint Committee and then to the TAYplan manager. A Board comprising of the 4 constituent council heads of service meets ahead of each Joint Committee meeting and other key stages, to whom the TAYplan manager reports. In addition TAYplan has 2 other groups which help shape the work; the Steering Group (comprising managers of the 4 constituent councils), and the Key Stakeholders Group (comprising Key Agencies and other government organisations).

Culture of continuous improvement

- 3.26 Continuous improvement is central to TAYplan's core team work. This is demonstrated through, for example:
- At the end of each key stage lessons learnt are captured, discussed, actions identified, agreed and implemented;
 - Regularly considering and discussion best practice elsewhere in the UK and Europe to seek to identify improvements in our own work;
 - Seeking to continually improve our engagement within the resources we have, examples of this include the national leaflet and video produced which TAYplan played a significant role in the inception and production;
 - Improving how we use graphics within development planning; TAYplan was at the forefront of initiating joint work with the Scottish Government, Architecture + Design Scotland and the other 3 Strategic Development Planning Authorities to identify how our plans could be made more graphical; and,
 - Improving processes on electronic comments/consultation responses.

4.0 SUPPORTING EVIDENCE

- 4.1 Much of the evidence to support TAYplan's performance during 2011-12 is documented above. Web links to this evidence can be found at:
- Approved Strategic Development Plan (www.tayplan-sdpa.gov.uk);
 - Approved Action Programme (www.tayplan-sdpa.gov.uk);
 - Quality in Planning RTPI Scotland Award 2011;
 - RTPI UK Overall Award - Silver Jubilee Cup 2012;
 - Joint Committee Report on review of governance;
 - Various articles; and,
 - Audit Scotland 'Modernising the Planning System' (Sept. 2011) report.

5.0 SERVICE IMPROVEMENTS: 2012-13

- 5.1 In the coming year TAYplan Strategic Development Planning Authority will:
- Consider how to further improve in relation to the 4 areas for improvement identified by Audit Scotland 'Modernising the Planning System' (Sept. 2011) in relation to Strategic Development Planning -
 - a. Monitor progress against key milestones and ensure any delays are minimised;
 - b. Agree resource requirements with constituent Councils and put in place formal arrangements or protocols to support this;
 - c. Work with key agencies to develop a shared understanding of roles, responsibilities and expectation; and,

d. Ensure processes are in place to enable and support better and more creative engagement with community councils and the wider community.

- Launch a new TAYplan website;
- Continue to log lessons learn, identify related action and implement at key stages; and,
- Consider and seek to identify further ways of speeding up the plan making process whilst taking account of the importance of engagement.

Delivery of our service improvement actions in 2011-12

5.2 TAYplan's improvement actions were documented across a number of reports. These included improvements as set out in the table below.

Commitment improvements and actions	Complete (Yes/No)
Review of governance arrangements	Yes
Reduction in production of hard copy documents with financial savings	Yes
Promoting TAYplan and the area for investment	Yes
Enhancing communication	Yes

6.0 WORKFORCE AND FINANCIAL INFORMATION

6.1 TAYplan has three employees; Manager, Senior Planner, and Planner. Resource planning is undertaken 6-9 months ahead of key stages of the Project Plan and where additional resources are required these are drawn from the 4 constituent councils and to a lesser extent temporary external resource. Each summer a student is employed for a 10 week period.

6.2 TAYplan is funded equally by the 4 constituent councils providing in 2011/12 a £240,000 budget. Budget updates are reporting to each Joint Committee meeting.

7.0 CONCLUSIONS

7.1 TAYplan Strategic Development Planning Authority over the period 2011/12 has performed exceptionally well and has been recognised for this through the highest award in the UK Royal Town Planning Institute, the Silver Jubilee Cup; a Scottish planning award; and recognition from other parts of the UK.

7.2 TAYplan focuses on delivering the national outcomes through a city region spatial strategy and delivers this through collaborative partnerships. TAYplan will continue to identify and implement improvements to maintain and enhance the best practice which has been delivered in 2011/12.

*Pamela Ewen
TAYplan Strategic Development Planning Authority Manager*