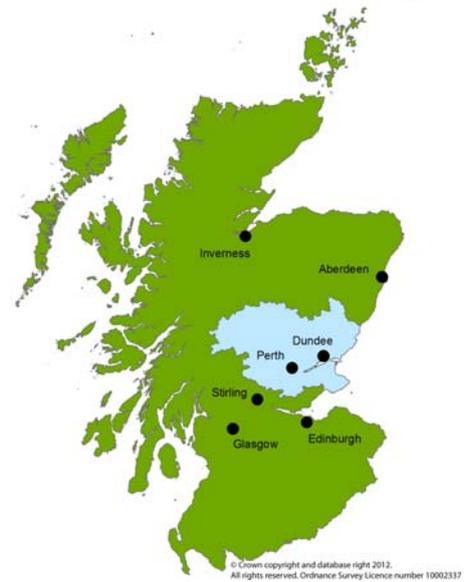




The Strategic Development Planning Authority
for Dundee, Perth, Angus and North Fife



TAYplan Strategic Development Planning Authority

Planning Performance Framework

‘Planning to deliver’

2011/12

September 2012

Minister for Local Government and Planning
Ministear airson Riaghaltas Ionadail agus Dealbhadh
Derek Mackay MSP
Derek MacAoidh BPA



F/T: 0845 774 1741
E: scottish.ministers@scotland.gsi.gov.uk

Pam Ewen
Manager
TAYplan



10 June 2013

Dear Ms Ewen

COUNCIL PERFORMANCE: THE PLANNING PERFORMANCE FRAMEWORK

I am writing to thank you for your authority's first annual report under the new Planning Performance Framework. I have enclosed a feedback report for your authority, and I would ask you to consider this with your planning officials as part of the approach to pursuing continuous performance improvement together.

You will know that I am committed to ensuring that the planning system in Scotland does all it can to facilitate sustainable economic growth for Scotland. I strongly believe that this should not be dependent solely on legislative and procedural change. Changes in culture and service delivery, by all sectors involved in planning, will improve the reputation and effectiveness of our planning system and are consistent with our shared commitments to Delivering Planning Reform.

The Planning Performance Framework, which was developed by Heads of Planning Scotland, presents a more holistic framework for assessing planning authority performance and improvement. While I am encouraged by this first round of performance reports, I would ask that you ensure that the focus on performance and service culture is firmly embedded throughout your authority, by all who play a part in delivering the planning service, so that planning can achieve its' potential in supporting the Government's Economic Strategy.

Performance is not just the responsibility of planning authority planners. The development sector, agents, agencies, communities and other Council services all need to work together to improve delivery. There are some key areas where I want to see a particular focus on improvements across Scotland.

- We have a plan-led system and I am determined that development plans should be relevant and up to date, reviewed and replaced on a rolling 5-year cycle.
- I want to see evidence that clear arrangements are in place for pre-application discussion and that strong project management arrangements support determinations on significant developments. My officials are separately leading work on promotion of processing agreements in this regard.

Victoria Quay, Edinburgh EH6 6QQ
Cidhe Bhictòria, Dùn Èideann, EH6 6QQ
www.scotland.gov.uk



- I want to ensure that requests for information are clear and proportionate. We need to reduce some of the emphasis on process where value is not being added, and to maintain a focus on positive outcomes and quality of place.
- There is a need to increase pace in planning decision-making. While there have been some recent improvements by some authorities, this has been variable across the country and it is still taking too long to determine some planning applications.
- There are some long-running 'legacy' cases which, when decided after several years, are distorting the performance statistics and damaging planning's reputation. These old cases need to be withdrawn or concluded as soon as possible.
- I want to improve performance on managing the negotiation, conclusion, and delivery of section 75/legal agreements.

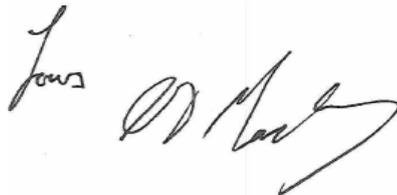
All of this in turn should lead to reduced and more predictable decision-making timescales and help to get important development up and running as early as possible.

Turning to your authority's performance report, I was pleased with the use of strong project management principles and the emphasis on embedding performance culture within the team. I look forward to hearing progress with delivery of the plan in your next performance report.

In addition to the progress being made through the framework, you will likely be aware that we have recently convened a High-Level Group on Planning Performance, which I co-chair with Councillor Stephen Hagan, COSLA Spokesperson for Development, Economy and Sustainability. The group is reviewing performance across Scotland and is bringing a shared focus to key areas for improvement and I have enclosed a copy of a Performance Markers Paper which the group have agreed.

It is identifying the markers of good performance that will link to any future reform of planning fees, as well as looking at the process that will be used for setting different fee levels for individual authorities based on their performance under powers proposed through the Regulatory Reform (Scotland) Bill.

In the meantime I look forward to hearing about your authority's progress with delivering your service improvements and to your next annual performance report.



DEREK MACKAY

PLANNING PERFORMANCE FRAMEWORK: 2011-12

FEEDBACK REPORT: TAYplan



Date performance report due: 30 September 2012

Date of receipt of report: 26 September 2012

National Headline Indicators

- We appreciate that the full range of national headline indicators does not apply to the work of the strategic development planning authority.
- You have demonstrated that progress with your first strategic development plan had continued without significant slippage, leading to it being approved ahead of schedule shortly after the end of the 2011-12 reporting year. An up-to-date and relevant development plan is essential in giving leadership and certainty for future investment by developers. We also want to see good progress maintained with subsequent plans.

Defining and Measuring a High Quality Planning Service

- We welcome your successful adoption of the Prince2 methodology for the SDP process as a means to plan, delegate authority, manage resources and risks, focus actions, learn lessons and improve. Now that your first plan has completed its course, perhaps your next report could explain how you are adapting for your own second plan and also how you might share your experiences and lessons with other SDP and LDP teams. This might be a good time to update or add to your case studies on the Scottish Government website.
- Promotion of TAYplan and your work generally is clearly an important method in drawing attention to the area as a place to invest as open for business. The effort you make on this, such as through your successful award entries and a range of media, is something we support as time well invested to portray a positive, forward-thinking area.
- We welcome your inclusion of a policy on proportionate and reasonable contributions; this is one of the important strands of our *Planning Reform: Next Steps* programme. We would be interested to know how its implementation is being monitored to ensure this principle is delivered in practice.
- Delivery of the SDP's Action Programme is essential to providing industry with the certainty it needs to support confidence to invest. You provide good evidence of how you work with the constituent authorities and other public sector agencies through a team approach to secure buy-in. It would be useful to know to what extent you also engage with industry bodies specifically on the Action Programme regarding their ability to meet development priorities in the plan.

- We recognise and support the thrust of your plan in setting context and policy for delivering good quality development and places. Future reports could include some analysis of steps being taken to understand the influence this is having through emerging LDPs and development on the ground.
- We note, as part of your project management, your targeted collection of feedback from stakeholders at every key stage of the plan process. We encourage you to also carry out the customer surveys you have planned for this year to ensure you can fully build on lessons from your first plan.
- Your commitment to online communication is welcomed and we note your estimated saving this has brought in staff time.
- Your management and financial structures appear to be working effectively, as evidenced by the tight project management delivering the SDP approval ahead of schedule. We welcome the flexibility you have worked into your structure through access to additional staff resource from the constituent authorities when needed, as part of your resource planning.
- You have provided evidence that, through your Prince2 approach, you seek to learn and improve continuously. We also welcome your commitment to staff development opportunities, we understand the difficulties this can sometimes bring for a small team but we are sure you also realise the benefits.

Service Improvement Commitments 2012-13

- We welcome your intention to continue to seek further improvements, such as in response to the Audit Scotland report. We would expect that you identify more specific actions that would lead to improvements. Your commitment to launch a new website is a better example, reflecting a particular improvement need you had identified earlier in your report.
- Your plans for customer surveys that you mentioned earlier in your report could have featured in the service improvement plan.

Service Improvements 2011-12: Delivery

- We are encouraged by your completion of previously committed service improvements.

Conclusion

- We recognise that the PPF template has been designed more widely around the full range of responsibilities of a planning authority. You have interpreted and adapted it very well for your SDPA purposes and provided good evidence of a focused and outcomes based approach to your work.
- With the relatively recent approval of the SDP, it is still early days for monitoring and ensuring its policies and intentions are realised. We look forward to following your progress in delivering this plan while taking forward its replacement, again with use of strong project management principles.

The feedback in this report is based solely on the information provided to us within your Planning Performance Framework Report covering the period April 2011 to March 2012.

If you need to clarify any aspect of the report please contact us on 0131 244 7076 or email andy.kinnaird@scotland.gsi.gov.uk.

*We hope that this feedback will be of use to you in the preparation of your next report which covers the period April 2012 to March 2013. Please note that the next reports are due to be submitted to us at sgplanning@scotland.gsi.gov.uk **before 30 September 2013.***

The Scottish Government, Planning and Architecture Division
June 2013

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)

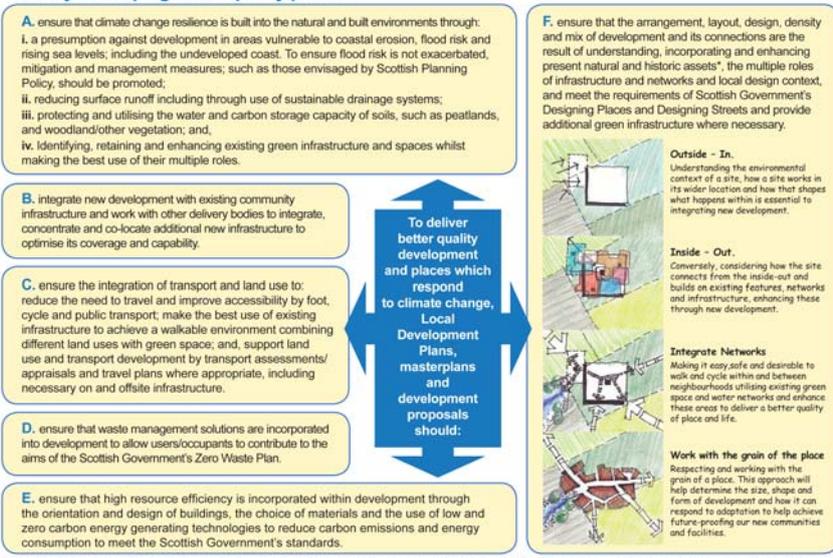


This Action Programme has been prepared in partnership with the above Stakeholders, all of whom are committed to supporting the delivery of the TAYplan Strategic Development Plan.

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



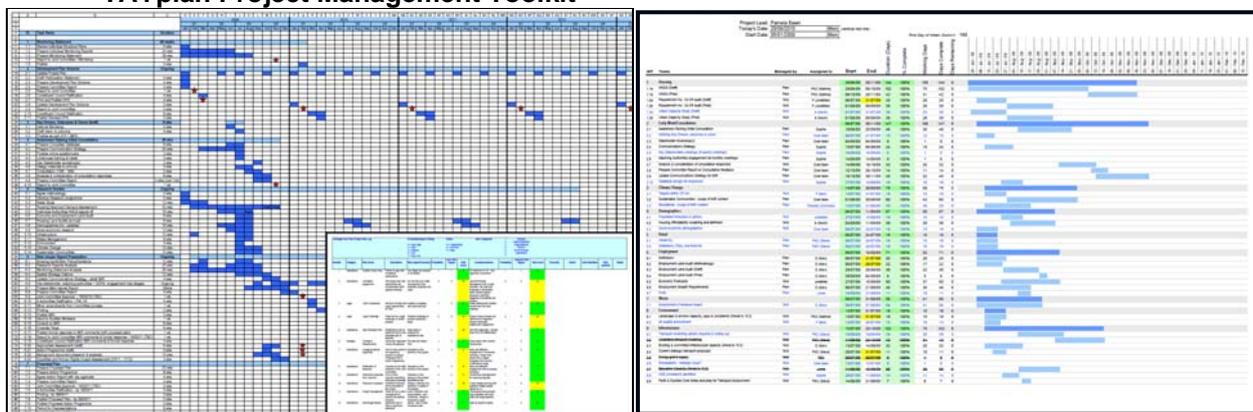
*Natural and historic assets: Landscapes, habitats, wildlife sites and corridors, vegetation, biodiversity, green spaces, geological features, water courses and ancient monuments, archaeological sites and landscapes, historic buildings, townscape, parks, gardens and other designed landscapes, and other 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



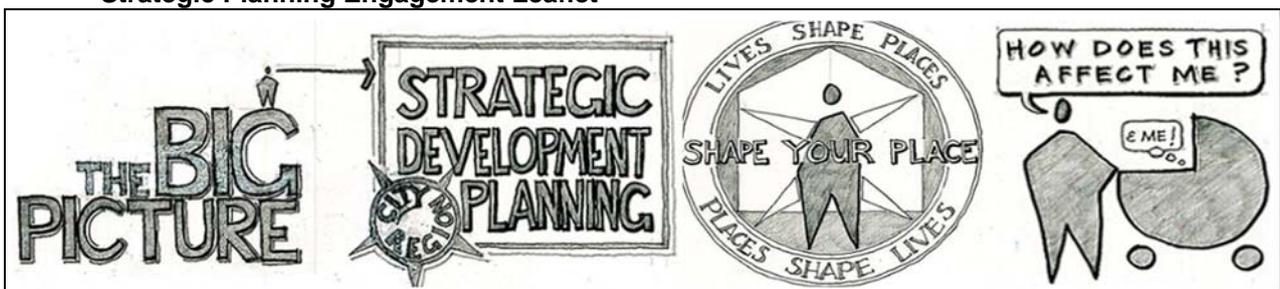
- 3.15 TAYplan is a partnership, and it is this wider partnership with the 4 constituent councils and 13 Key Agencies which help produce the Plan. Certainty is provided to each of our partners on project timescales, at what points in the process they require to be involved down to dates of meetings and 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*