



# Dundee City Council

Planning Performance Framework Report

2016-2017



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## Introduction

Dundee City Council's Planning Service is part of the City Development Department which encompasses a broad range of related services and professional disciplines.

The City Development Department occupies a key position within Dundee City Council, providing strategic leadership and services which support delivery of the key priorities identified in the Council Plan.

The Department is responsible for the provision of services which deliver and contribute towards the Council's Vision for Dundee:

- The creation and retention of jobs in the City;
- The attainment and improvement to the Quality of Life in the City; and
- The promotion of choice and opportunity to maximise Social Inclusion.

These key responsibilities are enshrined in the Department's objectives and projects, all of which support the commitment to work in partnership to deliver the Dundee Partnership's Single Outcome Agreement 2013-2017

In addition to discharging the Council's statutory planning functions, the Planning Service is also responsible for or is engaged in a variety of areas of work, including:

- Delivery of the £1 billion Waterfront regeneration project, including the V&A @ Dundee
- The development and submission of the Tay Cities Deal (£1.84 billion of planned investment), including the submission and delivery of a number of projects within the bid. (Case Study 1)
- Advancing community regeneration initiatives at Lochee, Whitfield, Mill o' Mains and Hilltown, all in partnership with other agencies and local communities
- Engagement through the Dundee Partnership and Local Community Planning Partnerships to develop and implement Community Planning
- Support the City Centre and District Centres in line with the Town Centre First Principle as developed by the Scottish Government and COSLA.
- Secure the installation of new public artworks through the Percent for Art policy

Decisions by the Council in relation to planning matters are made by either the City Development Committee or Development Management Committee. Both Committees meet on regular monthly cycles and in common with other standing committees of the Council, comprise all elected members. Both Committees act with significant delegated powers from the full Council.









## Part 1: Defining and Measuring a High Quality Planning Service

### **Quality of outcomes – High quality development on the ground;**

Dundee has been awarded the title of UNESCO City of Design, the UK's first City to be awarded the designation. Successful placemaking and promoting high quality design continues to be at the forefront of new development within the City. This clear focus has been established within Dundee City Council's Local Development Plan through Policy 7: High Quality Design.

The Planning Service continues to lead on the preparation of detailed design guidance for the Waterfront and on other key sites throughout the City.

One of the key elements of Policy 7 is the percent for public art requirement on proposals of £1 million or over, allocating at least 1% of construction costs for inclusion of public art. This requirement seeks to provide additional visual value to a development and through its design and implementation engagement with the community to provide pride in history and place. The Percent for Art Policy has in various forms been in place for 20 years and has left a legacy of high quality art in publicly accessible locations.

Whilst, Policy 7 provides a cross cutting design policy which runs through the Plan, Policy 9 provides specific design requirements for new housing development to ensure a good quality layout, provision of amenity and suitable house types according to the location of the proposed site.

The Council continues to promote pre-application discussions as a means to ensure high quality design focus is promoted from the outset. Negotiation of design elements at the pre-application stage helps to limit any delays in processing the application as well as ensuring that development being proposed meets the design policies of the Plan. The Council has also formed specific project teams to assist with the delivery of projects which require a sensitive design solution. The effectiveness of these design discussions can be seen in developments such as Harris Academy (Case Study 2), DC Thomson's Courier Building (Case Study 3) and Slessor Gardens (Case Study 4).

Early discussion prior to submission of formal applications and ongoing through to determination ensured that the developments met the required design policies not just in the LDP but met the design objectives of national design policy such as Designing Streets and Creating Places.

The successful 'Reflections' training series has continued to assess the effectiveness of the LDP Policies in delivering high quality development. This involved Development Management and Development Plans and Regeneration Officers visiting a range of sites together to critically assess the quality of the finished development. The findings from these visits were recorded in a lessons learned log and has informed the preparation of LDP2.

The Planning Service has further enhanced its in house expertise with the appointment of an Urban Design Officer with an Architectural/Planning background. This post shall further develop a strong emphasis on delivering high quality development and promote successful placemaking.

## Quality of service and engagement

With the leadership of the Head of Planning and Economic Development, this has assisted the promotion of Dundee as a City that is open for business. This has developed a coordinated and pro-active approach to encouraging and supporting sustainable economic growth within the City. This can be seen particularly in the approach to the promotion of the Waterfront (Case Study 5) whereby Planning has worked closely with Economic Development and the City Engineers to align the design and technical details with the marketing materials, and to underline the opportunity for community benefits/employment.

Dundee City Council and its partners have been undertaking regeneration works in the priority areas of Mill O'Mains, Lochee, Whitfield, Hilltown and the Waterfront. Engaging early with developers, the community and interested parties is a primary focus in order to further promote the City as a whole. The creation of site planning briefs, supplementary guidance, design guides and technical infrastructure documents further assists efforts to promote and market the City.

The Planning Service continues to work with the higher education providers within the City. This work includes regular support to the University of Dundee with staff giving guest lectures, assistance in module work such as the Civic Design Award as well as frequent involvement and participation in the Academy of Urbanism symposiums (Case Study 6).

The Council Communications Policy ensures all enquiries are addressed in an efficient manner with a key focus on customer care. There is a duty Planning Officer available in person or via telephone to address general enquiries 08:30 – 17:00 weekdays offering a one-stop shop for all planning enquiries. The Planning Service also operates a general enquiries email inbox that assists to promote pre-application enquiries and provide a high level of service to the Council's customers.

Planning applications have a dedicated Planning Officer for the duration of the process (starting at pre application stage) who coordinates all correspondence, input and meetings both with internal and external interests. On major or larger scale proposals a Project Team (Case Study 2 & 4) has been created in order to provide a coordinated approach to engage efficiently, reach appropriate decisions and help provide certainty.

The Development Management service utilises a number of techniques and procedures to promote engagement and certainty by offering extensive pre application advice, providing guidance on required information as part of a formal submission, agreeing timescales for internal consultees, utilising electronic consultations and the use of Processing Agreements for major applications. Where legal agreements are required the Council request that these are progressed at the same time as the application to prevent delays and provide certainty. The Planning Service continues to ensure that information requests are clear and proportionate and work closely with customers, stakeholders and key agencies.

The review of the Local Development Plan 2014 has used project management techniques to ensure that it is prepared efficiently and within the statutory timescales. This has been supported by the continuous plan monitoring exercises and regular engagement with key agencies and relevant Council Officers.



To closer align the Local Development Plan with the Community Plan, Planning Officers led an exercise to work with Communities Officers to analyse the Local Community Plans. This enabled the land use elements of those plans to feed into the LDP. Following the successful use of the Place Standard Tool to support the consultation on the Main Issues Report, Planning Officers worked with Communities Officers to use the Place Standard Tool as the basis of a citywide consultation on the new Community Plan. Titled Engage Dundee, this citywide consultation saw 1,275 Place Standard questionnaires completed. The results of this consultation were also fed into the later stages of the LDP review to complete the 360 degree integration between the city's spatial and community plans.

The Development Management Charter and Planning Enforcement Charter are currently both up to date and set out the standard of customer service that we aim to provide.

The Development Management Charter includes information on how to submit a complaint relating to service delivery and features an interactive form available on the Council's website. Information is also provided on the complaints procedure once a complaint has been received.

A customer survey for Development Management is carried out every 3 years and the Council uses the Govmetric customer service feedback facility. A questionnaire is now issued to applicants and objectors with every decision notice to help enhance service delivery. The Planning Service continues to identify areas for improvement in relation to engagement.

Development Plans and Regeneration Officers work extensively with Local Community Planning Partnerships and various community groups. Local Development Frameworks, Masterplans and Development Briefs are generated in close partnership with local community groups. These normally form part of the Local Community Plan for the area with a wide range of consultation arrangements including press notices, e-mail, posters, leaflets, contact with Local Community Planning Partnerships and sub groups as well as local members and display at Council and local offices.

## **Governance**

### *Efficient and Effective Decision Making*

The increased use of project management techniques has assisted efficient and effective decision making. The replacement Local Development Plan utilises a Prince2 style approach with a detailed Project Plan outlining Key Activities of the preparation process into smaller work stages and associated work packages. This formal structure has ensured Key Milestones have been achieved and allows for risk to be managed effectively and the implications of making changes quickly assessed to the potential impact.

In order to assist with making the Local Development Plan process efficient, early discussions with Key Agencies has promoted the detailed project plan. This has detailed the key stages requiring their direct input, to allow better management of resources.

Engagement at an early stage with Key Agencies and the development industry has been a key component of the LDP2. Widespread consultation, including round table discussions and the innovative use of the Place Standard Tool has assisted with the preparation of the Local Development Plan. The benefits of the Place Standard Tool have filtered into its use by Community Planning, as a mechanism to deliver local outcomes and needs of the community (Case Study 7).

The Planning Service have also held a session with elected members on key stages of the Plan making process including workshops and presentations. This engagement strategy shall remain a key component in order to ensure efficient and effective decision making continues.

The cross departmental Housing Initiative Group continues to promotes and delivers new housing development on Council owned land. The Group is made up of representatives from Planning, Property and Housing, to consider different and creative ways in which projects may be delivered on a number of Council owned sites and has formed part of delivering the Council's Disposal Strategy.

The Group's engagement with housebuilders has provided a structure for efficient and effective decision making throughout the lifespan of housing site delivery.

The Planning Service continue to create and review various forms of guidance including site planning briefs and supplementary guidance to support efficient and effective decision and providing certainty.



## *Effective Management Structures*

Effective management and co-ordinated working with partners is integral to the operation of the City Development Department. The Department includes the City Engineers, Architects Service, Property Service, Transportation Service as well as Planning and Economic Development. Close working relationships within the Planning and Economic Development Service ensures a collaborative and efficient approach to the identification and delivery of key outcomes within the City.

The Planning Service represented Dundee City Council as part of the project group for the establishment of the key aims and objectives for the Tay Cities Deal. Leading on this significant regional project has instilled the aims and objectives of the Planning and Economic Development Service within the proposed list of projects (Case Study 1). The Tay Cities Deal shall continue to develop and build on the joint working of the 4 Local Authorities , creating a smarter and fairer Region.

Dundee Partnership's Single Outcome Agreement 2013-2017 and Delivery Plan set out 10 clear outcomes for the Council and its partners and how these are to be achieved. The Dundee Partnership is supported by a network of Local Community Planning Partnerships (LCPPs) that cover the whole of the City providing a focus for partners to take forward and consider the community issues for each area. The Planning Service is closely engaged with the LCPPs, supporting their work where appropriate and involving members in the preparation of the Local Development Plan and other planning strategies. The Planning Service works with LCPPs as well as other local authority Departments to deliver planning and regeneration priorities.

The Strategic Housing Regeneration Group is an excellent example of how effective management structures can assist with the delivery of joint Departmental objectives by promoting Council owned land and aims to work with house builders and Registered Social Landlords to consider the innovative ways of bringing development forward on these sites so that positive outcomes can be achieved.

## *Financial Management and Local Governance*

The Council Plan, Single Outcome Agreement and City Development Department Service Plan set objectives for the Planning Service. Performance is regularly monitored and reported to appropriate Council Committees and the Community Planning Partnership. Through this performance monitoring, we can ensure the alignment of resources with work priorities.

On larger projects the formation of a project management team has been utilised to assist with its management. A prime example of this is the Central Waterfront, the formation of a Waterfront Coordination Meeting has supported the project in a number of key areas, including marketing, updating individual aspects of the wider project and the early discussion of development proposals (Case Study 2 & 4). Staff resources within the Service have remained constant, requiring work to support Dundee Central Waterfront to be prioritised. However, work on other Projects throughout the City has been actively programmed in recent years to recognise the requirements of the Waterfront Project at this time.

The Council has taken a proactive approach to front fund infrastructure and expected developer contributions are set out from the outset of the application with completion of any legal agreements requested to be done alongside the planning application. The creation of Supplementary Guidance in relation to Developer Contributions has further assisted provided certainty in relation to establishing costs from the outset of a proposal.

The Council supports flexible working arrangements, including facilitating staff to work from home. In appropriate circumstances, this helps support good performance, providing a balanced approach to work.

Meetings take place on a monthly basis to monitor capital and revenue budgets. Corporate procurement processes ensure that best value is achieved. The Council's capital plan closely aligned to the Local Development Plan, local community plans and masterplans.



## Culture of Continuous Improvement

As part of the ongoing development of staff, each member of staff (management and officer level) is required to undertake an Employee Performance and Development Review process. This 6 monthly review identifies training opportunities and needs. This forms the basis of the training plans for each team within the Service. This process identifies training needs which can then inform a structured approach to developing training plans.

The Council has worked with key agencies and neighbouring Local Authorities to maximise training and development opportunities. Training and learning from the experience of other Local Authorities has further promoted a culture of continuous improvement. The Planning Service has identified this joint working approach to the development of skills as an area to be continued and enhanced.

Benchmarking with other Local Authorities has been utilised as a tool to ensure continuous improvement. The Development Management team actively engage with other major urban planning authorities. This allows for the sharing of good practice, experience, interpretation of legislation as well as the sharing of any problems and issues that may arise.

The Planning Service is keen to share good practice with other authorities. This is largely channelled through HOPS and the Improvement Service initiatives and the close working with TAYplan and the constituent neighbouring authorities. An example of this is information sharing and joint training sessions between Dundee City and Angus Council's Development Management Teams. Information relating to the Development Management Team's on-going process review has also been shared with Perth & Kinross Council. The Planning Service continues to develop and run in-house CPD events as a means to offer best value and continue to develop the skills of its workforce.

The development of staff is a key priority and the Planning Service shall continue supporting its workforce to work towards attaining professional qualifications. This support includes a wide range of developmental opportunities including attending training events and internal secondments. The Service is also committed to help showcase Planning Careers by offering a wide range of work experience to secondary school pupils, those in further education and other professionals looking to investigate opportunities within the Planning sector. The Planning Service is committed to further developing these opportunities.

The potential of linking in more effectively with the preparation of Local Community Plans has been recognised through the early project planning for LDP2. Whilst close working takes place with Communities Officers in regeneration projects, this has been further developed into the preparation of LDP2 and the updating of the Local Community Plans. Training has been provided by Planning Officers to Communities Officers on the benefits of using the Place Standard Tool as a form of engagement (Case Study 7).

The Council also uses the Govmetric system to record and address customer feedback. All comments received are addressed with specific responses given to the customer where they have provided contact details. The Council is fully committed to ensuring a high quality of service is delivered and continues to be improved.

## **Case Study 1 - Tay Cities Deal. Creating a Smarter and Fairer Region.**

The Tay Cities Deal brings together public, private and voluntary organisations in the council areas of Angus, Dundee, Fife and Perth & Kinross to deliver a smarter and fairer region.

To do so the local authorities that make up the Tay Cities have been negotiating with the UK and Scottish Governments to secure investment and greater local powers. This is used to encourage skills development and progress infrastructure such as roads, rail links, buildings and communications networks.

Under the deal business, higher and further education, local government and the Third Sector will work closely together to create growth more quickly and sustainably using the significant public investment to bring greater prosperity and equality.

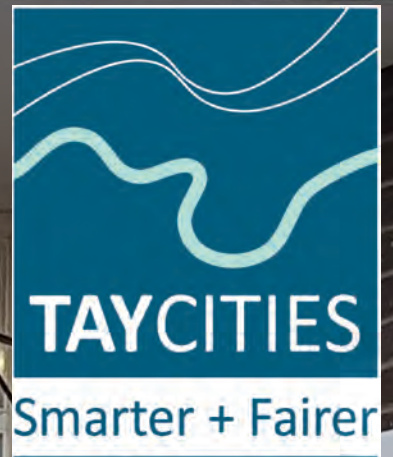
The City Development Department represented Dundee City Council as the lead for the project group for the establishment of the key aims and objectives for the Tay Cities Deal. A series of workshops were held including a wide range of public agencies and private stakeholders to develop the Tay Cities Deal.

This key role was led by the Planning and Economic Service, which has now filtered to a wide range of specific projects.

£1.8 billion of planned investment will form the basis of the Tay Cities Deal which could create up to 15,000 jobs for the region. The Deal is set out as a series of “asks” and “offers” and includes lists of opportunities and challenges for the Angus, Dundee, Fife and Perth & Kinross economy over the next 20 years and details how investment will help the region become fairer and smarter through inclusive growth.

The total cost of the proposed investment is £1.84 billion of which £826 million (45%) over 10 years is being sought from the Scottish and UK governments and their agencies.





## Case Study 2 - Harris Academy Secondary School

Harris Academy is located on a steeply sloping site on Perth Road to the west of Dundee City Centre. The school is situated in the West End Suburbs Conservation Area within a mature landscaped setting, and is surrounded by a mixture of historical stone built villas and modern residential developments.

The Category B listed school was built in 1928 and was designed with separate boy's and girl's departments. The school was later integrated which resulted in long interconnected classroom blocks and in the 1960s was substantially extended as education requirements changed.

In recent years the fabric of the building had deteriorated and the disconnected layout of the school had made it increasingly difficult for the building to accommodate the requirements of new educational programmes. This led to the Council taking the decision to demolish the existing building and build a replacement Harris Academy on the existing site.

A dedicated working group was formed to facilitate the sensitive replacement of the listed school. The working group comprised of officers from the Council's Conservation, Development Management, Capital Projects, Education and Environment teams as well as a project architect.

The working group worked closely with Historic Environment Scotland (HES) to develop a project that would meet the aims and objectives outlined with the current guidance.

Advice given by the Council working group ensured that the scale, form, mass, height, materials and detailing of the proposed new build school were appropriate and of a high quality that would complement the surrounding area. As part of this process the key historical features of the existing school building were identified, namely the entrance portico and the clock tower, and these were incorporated in a prominent position within the design of the new build school. Furthermore a detailed justification was submitted to support the demolition in accordance with HES guidance.

The new school was formally opened in December 2016 by The Deputy First Minister John Swinney who said:

*"I am very pleased to officially open the new Harris Academy building which combines educational tradition with state of the art accommodation. I am sure the new school will be a fantastic environment for pupils to learn in and will provide modern facilities the whole community will enjoy for generations to come."*

The pragmatic working arrangement demonstrated effective decision making between multi-disciplinary departments and agencies on a challenging site. This resulted in the development of a new build school that integrated well with the context of the site and the surrounding Conservation Area and importantly created a successful balance of integrating useable outdoor and indoor space that met the needs of Education and the wider community to create a place that would facilitate a high quality learning experience.





### Case Study 3 - DC Thomson's Courier Building

DC Thomson's Courier Building is a Category B listed building located within the City Centre of Dundee within the Central Conservation Area. The red sandstone building is a fine example of Edwardian Architecture with a later 1960's tower extension and has become a well-known City Centre landmark.

Prior to renovation the Courier Building was no longer able to provide a satisfactory working environment and required comprehensive replacement of electrical and mechanical services as well as extensive internal alterations to create a more flexible open plan working environment.

The decision to carry out a major refurbishment of the Courier Building was based on the importance of DC Thomson retaining a strong historical connection with the City Centre and the building. The prime aim was to accommodate all of DC Thomson's non production staff within the building, in the region of 600 people.

A close working relationship established between Dundee City Council's Planning Service and the project Architect resulted in the creation of a Conservation Strategy which provided a clear and justified approach to the preservation and adaptation of the listed building.

Detailed advice given by the Council ensured that the materials and finishes were of a high quality that would be appropriate for the conservation area and complement the architectural style of the listed building.

The working relationship ensured that the resultant development on the ground was of a very high quality and has brought an attractive Category B listed building and large employer back into use within a prominent City Centre location.

DC Thomson's Director and Chief Operating Officer, David Thomson said,  
*"It's fantastic to be back in the heart of Dundee where we belong, in the centre of a city with such an exciting future. The original opening of this building 111 years ago was a major vote of confidence in a flourishing business and a clear statement to the city that DC Thomson was here to stay in Dundee. I think the same could be safely said on our return here today."*







## Case Study 4 - Slessor Gardens

At the heart of the Central Waterfront regeneration project lies Slessor Gardens. This new parkland has developed over the last four years to provide a focal point for activity; a catalyst for development and an embodiment of civic pride. Within a turbulent and sometimes uncertain development marketplace, the delivery of the gardens has provided a constant and visible demonstration of Dundee's commitment to delivering this nationally important regeneration project

The first phase to deliver Slessor Gardens was tendered in 2013 with the works completing in early 2016 – this included the provision of extra wide footways, the central grassed area, power, lighting and drainage.

In Spring 2016 works commenced on the delivery of a series of themed gardens around the perimeter of the principal central grassed area. Sixteen 10 metre by 10 metre plots were constructed around the perimeter with the aim of celebrating Dundee's connections to the area and the world. The Gardens were officially opened by HRH The Queen in July 2016

The project is more than simply the delivery of a civic space. From before the initial production of the masterplan through to final delivery, the project has merged planning with a wide skill base. The project has involved highly technical engineering, an understanding of economic development promotion, community activism, fundraising, archaeology, project management and public relations to name but a few.

Planning alone did not deliver Slessor Gardens – but rather it is recognised that a team of people from all walks of life did. Planning has been the catalyst that has brought this together and facilitated delivery, it has been essential in keeping the project focussed on the underlying aim of creating a high quality location that embodies the best objectives of placemaking.

By creating smaller more manageable projects within the gardens it has allowed for participation on a community scale. Community groups have as a result been able to deliver tangible benefits for the gardens without placing excessive strain on voluntary community capacity. This has led to an improved overall project with increased certainty of delivery, increased community ownership and at a lower overall cost.

Work continues to deliver further themed gardens whilst the parkland is open and hosting local community and major music events.



## Case Study 5 - Dundee Central Waterfront Development – Developer Information Packs

The Central Waterfront Developer Information Packs provide a comprehensive suite of documents for potential developers and investors, beyond that typically provided by a Planning Authority. Covering eight development sites, the 21 easy to read publications are supported by over 135 maps displaying detailed technical information. The information made available includes planning & design guidance, transportation matters, infrastructure capacity, geotechnical survey data, environmental data, community benefits and development expectations.

Accordingly, the primary function of the document suite is to communicate key information and to assist with engagement between various stakeholders. As a result of this information, potential developers are better placed to assess the potential commercial viability of each development site. It creates certainty for the viability of a development at an early stage and has facilitated greater investment interest as well as underpinning the raising of design standards.

The information packs also project the professionalism, ambition and commitment of the City Council to deliver a highly successful project. This ambition establishes an inherent 'open for business' ethos, which is explicit in the Planning & Urban Design Framework, where joint venture agreements are promoted between the City Council and developers to secure mutual benefits for all parties concerned.

Application of the document suite is now being tested as developers come forward for pre-application consultations and through formal planning submissions. The documents continue to support communication and engagement between stakeholders and provide a foundation for reviewing and negotiating proposals to help achieve high quality development on the ground. Consequently, our customer service is enhanced by implementing the document suite.

The developer information packs have been well received by the development industry and continue to be a strong marketing tool for encouraging investor interest.

Alan Caldwell, Partnership Director for Our Enterprise Ltd stated,

*"The clarity of the written brief, combined with the close partnership working with Dundee City Council certainly gives us a great deal of confidence that we have an excellent scheme that exceeds the requirements detailed in the brief. In our experience, this combination is extremely unusual and a tribute to the approach the Council are taking to the Waterfront Regeneration Project. If only other schemes were more like this!"*

The quality of the information packs were also recognised with an award at the 2016 Scottish Awards for Quality in Planning.

SAQP 2016 Judges stated that the information packs "offered as much an opportunity, as possible, for developers to be clear on the vision and to ensure that they bought into quality that was being sought. As a consequence, we are pleased to see how the pack empowered planners to feel confident about the way ahead and to strive for ambition."







## Case Study 6 - Academy of Urbanism Symposium

Dundee City Council's Planning Service provides regular support to The University of Dundee with staff giving guest lectures, assisting module work such as the Civic Design Awards as well as involvement and participation in the Academy of Urbanism symposiums.

On 11 November 2016 a symposium was held entitled Streets Beyond: Beyond Streets – The Changing Role and Purpose of Public Space at the University of Dundee. The symposium invited participants from the UK and beyond to gather to discuss the changing nature of public space and how we can improve it for all users. The study areas for the symposium were several streets in the City Centre.

Planning Officers worked alongside members of the Academy of Urbanism to develop the case studies by providing background material including historic detail and points of interest as well as workshop material for participants.

Executive Director of City Development Mike Galloway provided an overview of the City and the study areas as part of the symposium. Planning Officers facilitated site visits within the City as well as the workshops that followed to enable participants to envisage how the streets and public space could be improved.

The event was a success with over 120 participants from the UK, mainland Europe as well as the USA attending and received very positive feedback. The involvement of the Dundee City Council was highly praised by the organisers:

*"The day was a great success and would not have been possible without your assistance both financially and strategically in terms of all the help and support that you and your colleagues offered both in advance and on the day. The Walkabout tours of the city were particularly commended with excellent feedback received. Without your help this would not have been possible".*

Maintaining strong working links between Dundee City Council and the University of Dundee is vital to ensure that students and participants at events, such as the Urbanism Symposium, benefit from the local expertise and current knowledge of Officers who are working within the City. It not only provides Officers with an opportunity to share their knowledge but to continually improve practice through learning from other practitioners.



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## Case Study 7 - 360 degree consultation with Place Standard

Scottish Planning Policy (2014) sets out an ambition to see better integration between Spatial Planning and Community Planning, with Local Development Plans required to demonstrate close working with Community Planning Partners in order to deliver better places.

In response to this the Dundee City Council Development Plans & Regeneration Team looked at ways that the Local Development Plan could fully integrate and align with the Local Community Plans within the City to achieve a 360 degree partnership approach.

In order to strengthen partnership working a process of engagement was set up between Officers to allow opportunities to share innovative consultation best practice as well as consultation results. The key to enabling a collaborative consultation approach was the use of The Place Standard Tool. Using the 14 themes of the Place Standard Tool a clear link could be made between Spatial Planning and Community Planning as part of a consultation process and enabled results and outcomes to be aligned and integrated in to the plans.

Having used the Place Standard Tool as part of the Main Issues Report Consultation, Planning Officers demonstrated how it should be used in Community Planning to enable a 360 degree approach between Spatial and Community Planning within the Council. Communities' Officers went on to use the Place Standard Tool as part of their City-wide "Engage Dundee" consultation. The outcome of the consultation has been fed in to and enriched the content of the Local Outcome Improvement Plan for the City demonstrating the wider impact that this partnership approach has had.

The Engage Dundee consultation saw 1275 Place Standard questionnaires completed. Common priorities were then identified across all wards. These findings will directly inform the key priorities in Local Community Plans currently being developed in each multi-member Ward. The consultation was also used to identify priorities to inform the Local Outcome Improvement Plan and potentially how the new Community Infrastructure Fund is allocated.

The timescales of the consultations for the Main Issues Report and the Local Community Plan provided an opportunity for a top down (Local Outcome Improvement Plans) and bottom up (Local Community Plans/Local Development Plans) approach to plan making within the City.

The key to the success of aligning both Spatial and Community Planning has been the recognition of the links between the two in terms of land use outcomes and delivery as well as taking a joint approach on how we engage with communities throughout Dundee through the use of the Place Standard Tool. This partnership approach has demonstrated how integration between Spatial Planning and Community Planning can work and have a beneficial impact on communities at a City wide level through having plans that deliver local outcomes and address the needs of the communities they seek to serve.



## Part 2: Supporting Evidence

This Planning Performance Framework report has been prepared within the context and drawing on evidence from the following sources:

The Dundee Partnership's Single Outcome Agreement 2013-2017.

This sets out the partners priorities for the city and identifies a number of strategic outcomes that are closely linked to the Planning Service, including:

- Dundee will be a regional centre with better job opportunities and increased employability for our people.
- Our people will live in stable, attractive and popular neighbourhoods.
- Our people will have access to high quality and accessible local services and facilities.
- Dundee will have a sustainable environment.

The means by which the Council intends to contribute to the achievement of these outcomes is set out in the Council Plan 2012-2017 which in turn informs individual Department Service Plans.

The City Development Department Service Plan for 2012-2017, highlights the priorities of the Planning Service. An annual report on progress is submitted to the Council's City Development Committee.

Evidence has also been compiled from the following sources:

Scottish Government – Planning

Scottish Government – Directorate for Planning and Environmental Appeals

TAYplan Strategic Development Plan 2012-2032

TAYplan Proposed Strategic Development Plan May 2015

TAYplan SEA Environmental Report 2014

Dundee Partnership

Dundee Partnership's Single Outcome Agreement 2013-2017 and Delivery Plan

The Council Plan 2012-2017

Dundee Planning and Economic Development Division

Dundee Planning – Processing Agreements

Dundee Local Development Plan 2014

Dundee Local Development Plan – Supporting Information

Dundee Housing Land Audit 2016

Development Management Charter

Planning Enforcement Charter

Dundee Heritage Trust







## **Part 3: Service Improvements 2017-18**

In the coming year we will:

### **Improvement Action 1**

Efficient analysis of the Proposed Local Development Plan representations in order to meet the timescale for the review of the Plan. This will be achieved by utilising project management techniques to effectively process, collate and analyse information and cross-team working.

### **Improvement Action 2**

Investigate improved ways of working to streamline the Local Review Body procedures. The Council will look at incorporating digital technology within the LRB procedures to aid site visit process and to increase the speed of decision making process without the requirement to increase the level of resources.

### **Improvement Action 3**

Continue and expand the 'Reflections' series to take in a wider range of scale of applications. Participation in future events will extend to other Council Officers including roads engineers, civil engineers and environmental services officers.

### **Improvement Action 4**

Closer working between Development Management Team and DPR will be facilitated with focussed staff training in more detailed knowledge of planning related skill sets. To supplement this, a programme of CPD events will be further developed and delivered throughout the year.

### **Improvement Action 5**

Secure more feedback from users of the planning service by hosting a quality of service workshop. Participants would include agents, applicants and other service users. The format would be a facilitated workshop discussion to gather constructive feedback on how the service is performing from a user perspective and to identify any ways in which it could be improved.

### **Improvement Action 6**

To improve the planning administration officer's understanding of the planning system and to better set the context to the planning applications that they are processing, planning officers will lead a seminar on the planning system followed by site visits to several planning application sites.

## Delivery of our service improvement actions in 2016-17:

Committed Improvements and Actions Complete	Complete
<p><b>Improvement Action 1</b> - Foster closer working connections between the Local Development Plan and Local Community Planning. This will include regular meetings/workshop sessions between planning staff and Community Officers to allow for two way communication/input in preparing both the LDP2 and the Local Community Plans.</p> <p>The holistic approach to engagement and providing feedback from the MIR has been completed. Officers from the Development Plans and Regeneration Team have completed a training session on the use of the Place Standard Tool with Community Planning colleagues. The Place Standard Tool has been utilised in the preparation of the Local Community Plans.</p> <p>Officers from both Planning and Communities shall continue to work together to insure continued learning and sharing of information.</p>	Yes
<p><b>Improvement Action 2</b> - Expand the 'Reflections' series of completed developments to build on this approach to help inform both policy preparation and in taking forward the design aspects of planning applications. To review a wider range of application including scale of development.</p> <p>The reflection series has been developed. The mechanism to review decisions has been used to make improvements and help provide consistency in decision making. A wider range of scale of applications shall be investigated to enhance the programme. Previous the focus has been on residential developments and the opportunity to review a wider range would help develop the series further.</p>	Ongoing
<p><b>Improvement Action 3</b> - Investigate alternative ways to engage with customers to seek to gain feedback in relation to the performance of the Development Management Service.</p> <p>The Planning Service have been in discussions with Building Standards team regarding the success of their customer feedback programme and is looking to integrate this way of working into the Service to allow for areas of improvement to be identified and investigated.</p>	Ongoing
<p><b>Improvement Action 4</b> - Encourage and enable staff training in more detailed knowledge of specific topic areas, planning-related competencies and transferable skills. To supplement this, a programme of 6 in-house CPD events will be developed and delivered for both Development Management Team and Development Plans and Regeneration Team.</p> <p>The Planning Service ran a suite of successful internal CPD events that covered relevant and varied topics such Waterfront Development, redevelopment of Category A Listed Building, brownfield regeneration, the Planning Review 2017, Public Art and guidance on windows and doors.</p>	Yes



<p><b>Improvement Action 5</b> - Further enhance project management skills across the Planning Service, by undertaking training on ways to improve the management of projects including the use of project management software packages, '360 degree approach' ensuring projects are closed and creation of PID template.</p> <p>The use of specific software packages for project management have been investigated through discussions with a number of Teams within the City Development Department, including the Structures and Bridges Team and the Capital Project Team. Projects has utilised appropriate techniques to enhance the programming of individual projects. Further training on project management shall continue to be developed including CPD seminars.</p>	<p><b>Yes</b></p>
<p><b>Improvement Action 6</b> - Undertake further training opportunities with neighbouring Local Authorities to expand on the skills and maximise best value and share experience.</p> <p>A series of successful training events with SNH and Angus Council have been completed. The events have further provided a better understanding of legislation, best practice and forming good working procedures.</p>	<p><b>Ongoing</b></p>
<p><b>Improvement Action 7</b> - Over the coming year the Planning Service will support staff towards gaining Chartered Membership of the RTPI, and support continuous development through secondments to other teams to gain a broader experience. The Planning Service shall provide work experience for secondary school pupils and people in further education such as studying at University / College.</p> <p>The Planning Service has supported an Officer to attain Chartered Membership of the RTPI within 2016/17 and is currently supporting a number of Officer's through the application process. The creation of in-house seminars and continued learning has also assisted to further develop the knowledge and experience of the Planning Service.</p> <p>The Planning Service continues to provide opportunities to students to gain work experience, including the appointment of 2 Planning Summer Students, a six week Student Placement and a number of visits by school children.</p>	<p><b>Ongoing</b></p>





## Part 4: National Headline Indicators (NHIs)

Key outcomes	2016-17	2015-16
<b>Development Planning:</b> <ul style="list-style-type: none"> <li>• age of local/strategic development plan(s) at end of reporting period Requirement: less than 5 years</li> <li>• Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?</li> <li>• Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?</li> <li>• Were development plan scheme engagement/consultation commitments met during the year?</li> </ul>	3yrs 4months  Y  N  Y	2yrs 4months  Y  N  Y
<b>Effective Land Supply and Delivery of Outputs</b> <ul style="list-style-type: none"> <li>• Established housing land supply</li> <li>• 5-year effective housing land supply</li> <li>• 5-year housing supply target</li> <li>• 5-year effective housing land supply (to one decimal place) •</li> </ul> Housing approvals <ul style="list-style-type: none"> <li>• Housing completions over the last 5 years</li> <li>• Marketable employment land supply</li> <li>• Employment land take-up during reporting year</li> </ul>	4,500 units 3,209 units 3,050 units 5.3 years 865 units 1,264 units 124.75 ha 22.51 ha	4,814 units 3,068 units 3,050 units 5 years 819 units 1,147 units 138.6 ha 1.88 ha

Key outcomes	2016-17	2015-16
<b>Development Management</b> Project Planning <ul style="list-style-type: none"> <li>Percentage and number of applications subject to pre-application advice.</li> <li>Percentage and number of major applications subject to processing agreement.</li> </ul> <b>Decision-making</b> <ul style="list-style-type: none"> <li>Application approval rate</li> <li>Delegation rate</li> </ul> <b>Validation</b> <ul style="list-style-type: none"> <li>Percentage of applications valid upon receipt</li> </ul>	33.2%  10%, 1  93.9% 96.2%  38.1%	44.3%  1  96.4% 95.2%  -
<b>Decision-making timescales</b> Average number of weeks to decision: <ul style="list-style-type: none"> <li>Major developments</li> <li>Local developments (non-householder)</li> <li>Householder developments</li> </ul>	21.3 7.9 6.9	12.5 8.1 7.1
<b>Legacy Cases</b> <ul style="list-style-type: none"> <li>Number cleared during reporting period</li> <li>Number remaining</li> </ul>	4 2	3 -
<b>Enforcement</b> <ul style="list-style-type: none"> <li>time since enforcement charter published / reviewed Requirement: review every 2 years</li> </ul>	1 month	1 year 2 months



## **Development Planning**

Over the past year the Planning Service has been continuing to work on the review of the Dundee Local Development Plan 2014.

Following the public period of representations on the Main Issues Report, Officers analysed the submissions and progressed the preparation of the Proposed Dundee LDP. The anticipated publication of the Proposed Plan is currently in accordance with the timescale set out in the Development Plan Scheme. The Planning Service have worked closely and engaged with internal divisions within the Council, key agencies, developers, landowners and the public.

Since adoption of the current plan in 2014 planning permission has been granted for over 2,091 homes. The completion of new homes is also increasing from a low of 147 completions in 2013/14 to around 450 homes being completed over the last 12 months. Planning permission has also been granted for important developments including the development of over 600 hotel bedrooms across the city; extensions to the Michelin and Tokheim factories; the regeneration of a long term vacant factory site with a car supermarket; and the development of a new secondary school and 4 new primary schools. The business developments have resulted in a significant increase in the take up of business land from around 1% of the marketable supply per annum over the last 5 years to 14% take up in 2016/17.

The delivery on the ground and the figures in the National Headline Indicators demonstrate that there continues to be a healthy and effective supply of housing and employment land of varying size, in a diversity of locations available within the City.

## **Development Management**

The Planning Service have maintained a commitment to encouraging pre-application discussions, this is evidenced as over a third of planning applications were submitted with the benefit of advice from Officers. Providing advice to applicants at an early stage continues to be a priority for the Council as this gives applicants further clarity through the identification of issues early in the process and enables the provision of a high quality service.

The approval rate for planning applications has remained high at 93.9% which reflects the Council's aim to achieve a positive outcome for every application. In addition the level of delegation rate has also remained high at 96.2% and this has assisted the swift decision making timescales particularly for local applications.

The Planning Service has continued to promote the use of processing agreements in order to provide a high quality of service.

The increase in timescales in relation to the determination of major applications is a reflection of the increased number of major planning applications received and staffing turnover within the Development Management team through out the last 12 months. The Planning Service shall continue to use project management techniques to improve on the determination timescales to ensure the high quality of service is maintained.

The Enforcement Charter was updated to ensure a high quality service and within the last year enforcement activity has successfully resolved most breaches where these were identified.

## Part 5: Official Statistics

Category	2016-2017	2015-2016
Major developments	10	7
Local developments (non-householder)	220	244
• Local: less than 2 months	75.5%	64%
• Local: more than 2 months	24.5%	36%
Householder developments	201	218
• Local: less than 2 months	95%	92.4%
• Local: more than 2 months	5%	8.36%
Housing developments		
Major	5	3
Local housing developments	75	71
• Local: less than 2 months	64%	52.1%
• Local: more than 2 months	36%	47.99%
Business and industry		
Major	0	0
Local business and industry	4	6
• Local: less than 2 months	100%	83.33%
• Local: more than 2 months	0%	16.66%
EIA developments	0	0
Other consents	179	214
Planning/legal agreements	2	1
• Major: average time	54.4	9.7
• Local: average time	0	0
Local reviews	7	2

Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973





## B: Decision-making: local reviews and appeals

		Original decision upheld			
Type	Total number of decisions	2016-17		2015-2016	
		No.	%	No.	%
Local reviews	7	4	57.1	7	87.5
Appeals to Scottish Ministers	4	1	25	6	75

## C: Enforcement activity

	2016-17	2015-16
Complaints lodged	121	-
Cases taken up	121	143
Breaches identified	89	130
Cases resolved	116	78
Notices served	10	7
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

## D: Context

Performance of decision making timescales over the last year has largely maintained and in several circumstances has markedly improved.

The decision making timescales for local housing proposals as well as local business and industry developments is an area that has seen significant improvement in decision making with all of the applications for local business and industry being decided within 2 months.

There has been an increase in the average number of weeks taken to finalise legal agreements. This was the result of one major application, that had an agreement to approve at Committee, the developer delayed the legal discussions as they prioritised progressing other sites that they had in the area.

Decision making on householder applications has maintained a very high standard with 95% of the applications having been determined within the 2month period.

*Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices*

## Part 6: Workforce Information

The information requested in this section is an integral part of providing the context for the information in parts 1-5. Staffing information should be a snapshot of the position on 31 March.

	<b>Tier 1 Chief Executive</b>	<b>Tier 2 Director</b>	<b>Tier 3 Head of Service</b>	<b>Tier 4 Manager</b>
<b>Head of Planning Service</b>			√	

		<b>DM</b>	<b>DP</b>	<b>Enforce-ment</b>	<b>Other</b>
<b>Managers/Team Leaders</b>	No. Posts	-	1	-	-
	Vacant	1	-	-	-
<b>Main grade posts</b>	No. Posts	5	9	2	-
	Vacant	-	-	-	-
<b>Technician</b>	No. Posts	-	4	-	-
	Vacant	-	-	-	-
<b>Office Support/ Clerical</b>	No. Posts	3	-	-	-
	Vacant	-	-	-	-
<b>TOTAL</b>		9	14	2	

*Please note only the tier in which the most senior member of the planning service falls under*

*Managers are those staff responsible for the operational management of a team/division, in addition please log staff that are identified as team leaders or line managers under this heading.*



<b>Staff Age Profile</b>	<b>Number</b>
Under 30	3
30-39	10
40-49	6
50 and over	5

<b>Committee &amp; Site Visits</b>	<b>Number per year</b>
Full council meetings	11
Planning committees	22*
Area committees (where relevant)	N/A
Committee site visits	0
LRB	5
LRB site visits	7



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