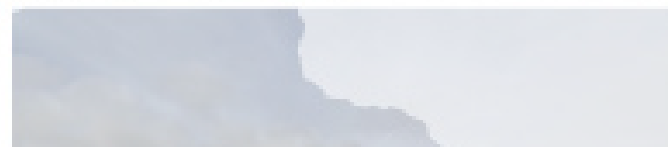
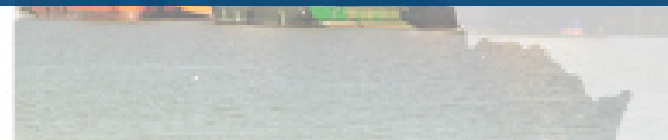




TAYplan

Planning Performance Framework
2016/17



TAYplan
Strategic Development Planning Authority

May 2017

Introduction

ABOUT TAYPLAN

1.1 The TAYplan Strategic Development Planning Authority covers the Dundee and Perth city regions (now referred to as the Tay Cities Region). It is one of four city region Strategic Development Planning Authorities in Scotland that were established in 2008.

1.2 TAYplan is a statutory partnership of Angus, Dundee City, Fife and Perth & Kinross councils. The TAYplan area includes all of Dundee City, the North part of Fife and Angus and Perth & Kinross – excluding those parts which are covered by the Cairngorms and the Loch Lomond and Trossachs National Park Authorities.

1.3 TAYplan's main role is to prepare, monitor and keep up-to-date a Strategic Development Plan for this area. The Strategic Development Plan provides a spatial component of the Government's national outcomes and the constituent Councils' visions identified in their Single Outcome Agreements and the respective Community Plans

1.4 The Plan's spatial strategy provides certainty for inhabitants, decision makers and investors. The approved TAYplan provides a positive land use strategy to attract and guide investment across the area. It is underpinned by a vision of improving quality of life through sustainable economic growth, place shaping and responding to climate change. This is achieved through identifying location priorities for growth, responsive management of built and natural assets and shaping better quality places through the location, design and layout of development.

1.5 The first Strategic Development Plan was approved by Scottish Ministers in June 2012. Over the last few years TAYplan has been preparing the second Strategic Development Plan.

2016/17 REPORTING YEAR

1.6 During 2016/17 TAYplan's focus has been on the Proposed Strategic Development Plan (2015) examination process, including a hearing session, and on project planning and assembling various material to commence the preparation of the third Strategic Development Plan (or any successor dependent on the planning review).



National Indicators: Development Planning

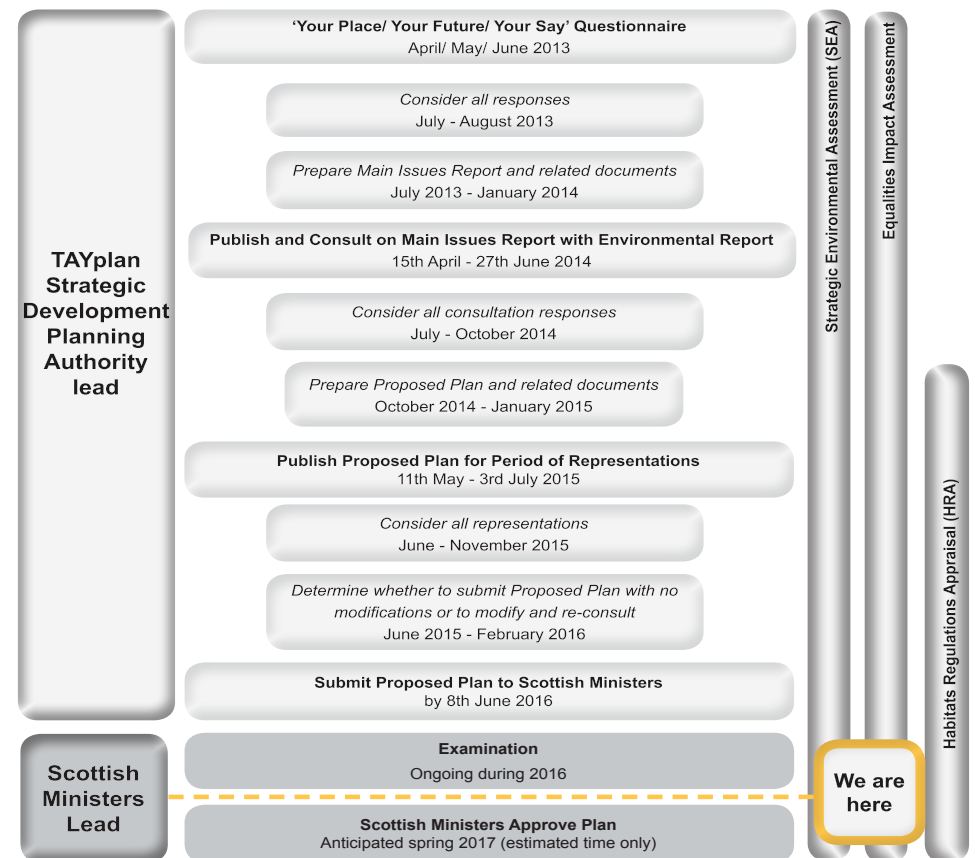
2.1 Our work over this year has focused on the final stages of Project Plan for the preparation of the second Strategic Development Plan. In particular:

- Submission of the Proposed Plan and associated material to Scottish Ministers took place on 7 June 2016, just ahead of the 4 year deadline.
- The Reporters confirmed that the Statement of Conformity with the Participation Statement ([See Report](#)) was satisfactory and that TAYplan had conformed with the participation statement set out in the Development Plan Scheme (2015) ([See Development Plan Scheme](#)).
- Project planning for the third Strategic Development Plan and the commencement of monitoring and statistical evidence analysis in support this (see Case Studies 2 and 4).
- The Examination commenced fully and included a hearing session held on 13 December 2016 covering housing. This required significant preparation including discussions with constituent councils and submission of additional evidence and written material (see [DPEA Examination Page for TAYplan](#)) (See Case Study 3).
- Receipt of the Examination Report (March 2017) ([See Report](#)) and commencement of the project plan for approval work including updates to the document and preparation of statutory material.
- Publication of a new Development Plan Scheme (March 2017) – ([See Report](#))
- Factual updates to the Action Programme, in so far as possible, prior to Plan approval and subsequent consequential updates for anticipated approval/ adoption by Joint Committee scheduled for autumn 2017.
- Preparation, in so far as possible, of the SEA post adoption statement.

2.2 Therefore by the close of the 2016/17 Reporting year the project plan for the second Strategic Development Plan was all but complete. The following activities are anticipated after the reporting year April 2016 to March 2017 but prior to submission of this Planning Performance Framework:

- Approval by Scottish Ministers and respective updates and publication of the Plan in summer 2017, publication of the SEA Post Adoption Statement and the of each and placing, as required for public inspection.
- Remaining consequential updates to the Action Programme for approval/ adoption by the TAYplan Joint Committee anticipated by autumn 2017, with subsequent publication to the TAYplan website and public libraries.

Figure 1 : Development Plan Scheme Process Diagram as at 31 March 2017



2.3 This reporting year has therefore seen the completion of all work necessary for Scottish Ministers to approve the Strategic Development Plan (with or without modifications):

Key outcomes	2016-17	2015-16	2014-15
Development Planning:			
<ul style="list-style-type: none"> age of local/strategic development plan(s) (years and months) at end of reporting period <i>Requirement: less than 5 years</i> 	Yes	Yes	Yes
<ul style="list-style-type: none"> Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) 	Yes	Yes	Yes
<ul style="list-style-type: none"> Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) 	No*	No*	No*
<ul style="list-style-type: none"> Were development plan scheme engagement/consultation commitments met during the year? (Y/N) 	Yes	Yes	Yes

*Submission took place ahead of schedule on 7 June 2016.

2.4 The approved TAYplan Strategic Development Plan (2012) will reach 5 years old on 8 June 2017. TAYplan's work during 2016/17 has focused on supporting the examination process to enable Scottish Ministers to approve the second Strategic Development Plan ahead of this 5 year threshold. Although outside of this reporting year Scottish Ministers are expected to approve the second Strategic Development Plan (with or without modifications) in summer 2017 (Performance Markers 7 and 8).

2.5 Having learned lessons from 2012 TAYplan commenced early project planning and the monitoring and statistical evidence gathering during 2016/17 to support the preparation of the third Strategic Development Plan. This gives the best possible opportunity to meet the equivalent 4 and 5 year timescales.

Figure 2: Performance Indicators as at 31 March 2017



Plan submitted by 8 June 2016 (within 4 years of approval of current Strategic Development Plan). Approval by Scottish Ministers of new plan anticipated summer 2017.

Defining and Measuring a High Quality Planning Service

3.1 TAYplan continues to learn from previous work to develop and improve the processes and outputs to deliver high quality to help achieve our outcomes. This includes learning from recent activity and also the equivalent stages from earlier exercises.

3.2 During this reporting year the overlap between the second and third Strategic Development Plan has influenced the nature of work. Also the ongoing Scottish Planning Review has created a temporarily uncertain environment for the delivery of strategic planning going forward. TAYplan has chosen to face this uncertain environment in three ways:

A. To fulfil all obligations and requirements to complete the second Strategic Development Plan and enable Scottish Ministers to draw their conclusions and approve the plan (with or without modifications) within the 5 year deadline. As indicated on pages 3 and 4 this work has been achieved successfully (see also Case Study 3).

B. By project planning and collecting evidence for the preparation of the third Strategic Development Plan (currently a statutory requirement) with the approach of carrying out work that will be useful to the constituent councils and other partners irrespective of the outcome of the planning review. In other words this work could inform Regional Priorities for NPF4 instead of a third Strategic Development Plan should these changes take place. There is therefore value in the work. This is about work being useful whatever the outcome of the planning review.

C. A continued ethos of strong and respectful partnership working based on long established relationships. This is intended to ensure that wherever strategic planning goes in future, those currently involved in it go there together and in such a way that they are ready for the new world from day 1 (see Case Studies 2 and 4).

3.3 These principles have shaped TAYplan's approach during this reporting year and will continue to do so in the forthcoming reporting year. These principles have been set out in the Development Plan Scheme (March 2017) ([Link to Report](#)).

Quality of Outcomes

3.4 Strategic planning is about 'big stuff, long-term and cross-boundary'. In other words thinking in advance about the decision making frameworks and proposals that are needed over a long time period to cope with multiple and inter-related issues to avoid or overcome problems and realise opportunities. It is through this that sought outcomes are considered and then ultimately delivered over time by various organisations.

3.5 Emphasis on quality of place is at the core of TAYplan's work, which is now achieving results on the ground through the first round of Local Development Plans (LDPs). The timely approval of SDP2 by Scottish Ministers will also enable new Proposed Local Development Plans to follow closely behind.

3.6 The advantages of the current system are that once a strategy has been embedded then a greater share of time and resources can be focused on delivery or on specific issues in future plan reviews.

3.7 During 2016 the Tay Cities Deal team co-located with the TAYplan team. The Approved TAYplan (2012), Proposed TAYplan (2015) and associated Action Programme played a major role in shaping initial thinking and development of proposals. From a planning point of view the Tay Cities Deal represents one mechanism of delivering the vision of the Plan and actions sought by the Action Programme (See Case Study 5).

3.8 For these reasons the Tay Cities Deal and TAYplan share the same geographies and the same partners. TAYplan has shown that these partners can co-operate and that this is a familiar geography. Although the Tay Cities Deal is yet to be finalised, the co-location, sharing of evidence and resources and previous partnership working through TAYplan have been vital contributing factors to the smooth set up and operation of these functions. TAYplan officers were also able to contribute to the preparation of the Regional Economic Strategy ([See Report](#)) (Performance Markers 6, 12 and 13) (See Case Study 5).

3.9 This has also ensured that the Tay Cities Deal was plan driven and started from an approach which benefited from an operational, approved

plan, complete with SEA etc. This contributes towards an ethos of continuous improvement and also sharing skills, knowledge and practice across organisations seeking to achieve the same outcomes (Performance Markers 6, 12 and 13).

3.10 The TAYplan team has also submitted the Proposed Plan ahead of time and subsequently attended an examination hearing session in December 2016 (see Case Study 3). The examination report (published March 2017 - [Link](#)) has recommended minor modifications to the Proposed Plan (2015), which arguably improve what it says without altering its meaning. This represents an important step in bringing the place quality and quality of life outcome sought by the proposed plan into the formal decision making structure to replace approved TAYplan (2012). This also shows the hard work and effort of TAYplan officers, members, partners, businesses and communities in shaping a plan which Reporters have ultimately recommended little change to (Performance Markers 7 and 8).

3.11 Sustainable economic growth is at the heart of the vision of the approved TAYplan (2012) and Proposed Plan (2015). Critically, this is about growth as a means to deliver a better quality of life rather than as an end in itself (optimise rather than maximise). The strong place quality and quality of life approach of the Plan have been enhanced or recommended to remain as written by reporters. This continues to put people and positive outcomes at the heart of development planning for the TAYplan region (Performance Marker 6).

3.12 Initial work to prepare SDP3 (see case studies 2 and 4) has commenced with knowledge and evidence gathering. This work has been a platform around which to structure early stakeholder engagement (Performance Marker 10).

3.13 This has included general work to examine assets and competitiveness with all 16 government agencies on the Key Stakeholder Group (see Appendix 2). More specific work including the water environment study has brought together specific government agencies and the four councils to examine a plethora of inter-connected terrestrial water body and marine issues (see Case Study 4). TAYplan has also published several research papers that will form the basis for debate to inform other studies,

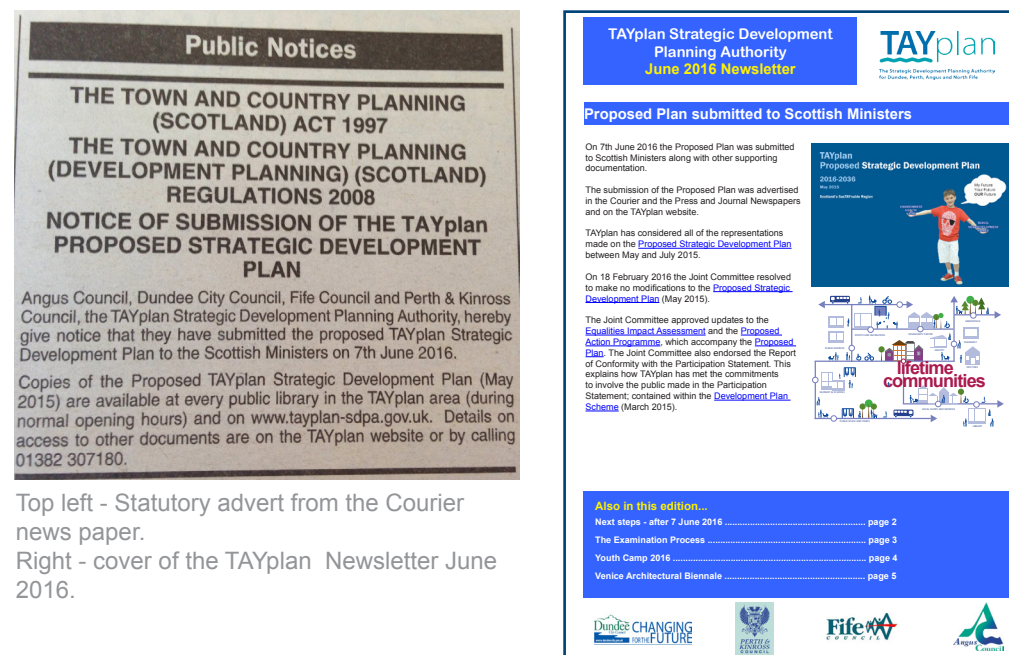
main issues and options for debate in preparing SDP3 (or successor dependent on the planning review) (see Case Studies 2 and 4) (performance markers 6, 7 and 10).

Quality of Service and Engagement

3.14 TAYplan, as a public body, has a duty to its customers to keep them informed and help them to understand how they can become involved.

3.15 This reporting year has seen TAYplan hand over to Scottish Ministers on the second Strategic Development Plan. As such there has been no formal engagement process led by TAYplan. In June 2016 when the Proposed Plan was submitted to Scottish Ministers news articles, twitter, press releases, emails, letters, newsletters and statutory adverts were all deliberately released together (Figure 3 Below).

Figure 3: Information released for the submission of the Proposed Plan June 2016



3.16 This involved contacting those who had participated in the process thus far as well as other interested parties to explain what had happened and the process looking forward. This is critical because at this stage of the process TAYplan is no longer leading the process, instead it is lead by Scottish Ministers. People need to understand where they can find information and how to go about this.

3.17 The Proposed Plan (2015) provides for a clear and consistent decision making framework at strategic level. It is also a marketing and promotional tool. TAYplan continually looks to promote the area for investment, for example the TAYplan website has an investment page which directs users to the Strategic Development Areas (large sites in the Plan) and to the respective council investment bodies ([weblink](#)).

3.18 Regular Action Programme monitoring shows that, for example, many of the Strategic Development Areas (the large sites within the Plan) are now underway or at advanced stages within the planning process. Updates to the Action Programme were made during late 2016/early 2017 and agreed with TAYplan's Key Stakeholders/Agencies, all lead delivery organisations and the constituent Councils. This process reinforced the strong and growing relationships with public and private delivery bodies as they become more familiar and welcoming of this process. The updates will form part of the new Action Programme that will accompany the approved second Strategic Development Plan (Performance Markers 6, 12 and 13). This will be submitted for adoption/approval by the TAYplan Joint Committee in June 2017.

3.19 During 2016/17 the four councils covering the TAYplan area have expanded their cooperation to work on a joint City Deal bid for the Tay Cities region. At the time of writing this work is progressing. The councils have chosen the TAYplan area as the appropriate geography upon which to focus their bid. This means that much of the work prepared in support of the TAYplan Proposed Plan (2015) has assisted in the development of the draft bid. This provides for strong coherence and shared evidence/thinking between what is planned and what is sought by any bid. It also presents further opportunities for consistency and alignment with the Regional Economic Strategy ([Link](#)) in preparing the next Strategic Development

Plan. This represents an opportunity to deliver infrastructure or to bring about circumstances which support the delivery of outcomes sought by the approved TAYplan (2012) and the Proposed Plan (2015). (Performance Markets 6, 12, 13) (See Case Study 5).

3.20 The lessons from both previous customers surveys (2014 and 2015) identified ongoing challenges about making technical evidence accessible to non-technical audiences. Continuing to use previously gained skills in graphics, story boarding and journalism TAYplan has developed an information hierarchy, document structure and use of graphics to resolve this and improve engagement e.g. Analysis of Scottish Index of Multiple Deprivation - [Link to report](#) (See Case Study 2) (Performance Markers 6).

3.21 Much of the close engagement work with government agencies, councils and other bodies took place during the last reporting year. This has focused on sustaining the partnership and developing the scope of various projects that will support SDP3 (see Case Study 4) (Performance Markers 6, 12 and 13).

3.22 TAYplan used PRINCE2 project management techniques to develop the project plan including a programme of key meetings (Figure 4). This was prepared well in advance and enabled constituent councils and Key Stakeholders (16 government agencies) to work in partnership with TAYplan.

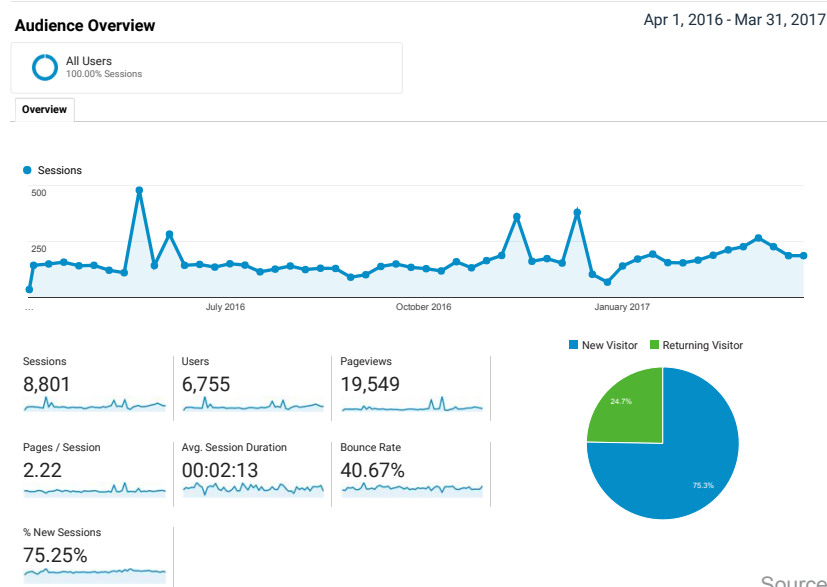
Figure 4 : Schedule of key meetings 2016/17

Meeting	Date	Agenda/Papers out
Steering Group 10am	12 th January 2016	5 th January 2016
Board 3.00pm	25 th January 2016	18 th January 2016
Pre Agenda 9.45am	9 th February 2016	28 th January 2016
Joint Committee 10.00am	23 rd February 2016	11 th February 2016
Steering Group 10am	29 th March 2016	22 nd March 2016
Board 3.00pm	23 rd May 2016	16 th May 2016
Steering Group 10am	23 rd August 2016	16 th August 2016
Board 3.00pm	5 th September 2016	29 th August 2016
Pre-Agenda 9.45am	20 th September 2016	8 th September 2016
Joint Committee 10.00am	4 th October 2016	22 nd September 2016
Steering Group (after Joint Committee)	4 th October 2016	27 th September 2016
Key Stakeholder Group 10am	25 th October 2016	18 th October 2016
Steering Group 10am	10 th January 2017	21 st December 2017
Board 3.00pm	23 rd January 2017	16 th January 2017
Pre-Agenda 9.45am	7 th February 2017	26 th January 2017
Joint Committee 10.00am (tbc)	21 st February 2017	9 th February 2017
Steering Group 10am	5 th September 2017	29 th August 2017
Key Stakeholder Group 10am	12 th September 2017	5 th September 2017
Board 3.00pm	18 th September 2017	11 th September 2017
Pre-Agenda 9.45am	3 rd October 2017	21 st September 2017
Joint Committee 10.00am (tbc)	17 th October 2017	5 th October 2017
Steering Group (after Joint Committee)	17 th October 2017	10 th October 2017

3.23 Meetings are set as required by the project plan timescales, shared and agreed with partners 18 months in advance. Aligned with this is an indication of the agenda and a date when papers will be sent out. An example (Figure 4 - previous page) is shown to illustrate the 2016/17 programme of meetings. TAYplan considers this aspect of project management important; recognising that our partners have busy work schedules and by providing TAYplan's key dates and when their comments will be sought, well in advance allows others to plan their work as well as being respectful (Performance Markers 6, 12 and 13).

3.24 Communications, engagement and customer service are high on TAYplan's agenda. Our vision is about people and the Proposed Strategic Development Plan (2015) was specifically designed to demonstrate the importance of people. Our programme of engagement during 2016/17 has focused on sustaining our partnership (see Case Study 4), continuing our work with young people (see Case Study 1) and developing relationships through the Tay Cities deal with wider bodies (See Case Study 5).

Figure 5: Google Analytics overview of visits to the TAYplan Consultation Portal during the period for representations on the Proposed Plan



Source: Google Analytics

3.25 This approach has been important for both current work but also in preparing the ground for early engagement with SDP3 (Performance Markers 6, 9, 10, 12 and 13). This is particularly important in a year when the Proposed Plan is being examined but formal work on the next plan has yet to commence.

3.26 Continuing to learn from our 2014 and 2015 customer surveys we also worked hard to communicate with our customers after the period for representations closed and throughout the examination process. TAYplan has used its website to direct users to specific content, for example the DPEA examination [webpage](#) for the TAYplan Proposed Plan Examination ([Link](#)). Subsequent examination of google analytics (Figure 5) reports spikes in internet traffic through the TAYplan website and portal at all these points (Performance Markers 6).

3.27 Using lessons learned at previous stages the following techniques were used to engage partners and the public at regular points during 2016/17 and focused on multiple media to deliver key news and messages:

- Statutory Advertisements in Newspapers and Tell Me Scotland;
- News Releases;
- Twitter;
- Emails to the customer database; and,
- Publication of documents on the TAYplan website

3.28 TAYplan has shared its experience and knowledge with other Planning Authorities through joint workshops. These include workshops with other SDPAs and Scottish Government to focus on the practicalities of the planning review recommendations. TAYplan also supported another SDPA by assisting in the preparation of schedule 4s and supporting their early work to prepare for the period of representations. TAYplan also attended joint training for the Tay Cities deal on the HM Treasury Green Book and supported the wider partnership in its outcomes thinking.

3.29 The TAYplan manager has presented to the Dundee Employers Conference (March 2017) and the Dundee & Angus Chamber of Commerce Annual Conference (November 2016). This has allowed the broadening of interest in the TAYplan/Tay Cities Deal work and regional issues and thinking.

3.30 Wherever possible, TAYplan promotes its work through articles, twitter ([Link](#)) and various press releases (5) ([Link](#)) to help people engage and better understand what TAYplan does.

3.31 Our use of twitter has provided strong marketing and regular information to our growing number of followers. In the last year TAYplan reported having 840 followers, it now has over 970 (Figure 6).

3.32 TAYplan also continues to use the Development Plan Scheme ([Link](#)) and newsletters ([Link](#)) to advise interested parties about what work is being carried out and how they can become involved. Emails with links and tweets have been shown to be most effective (Performance Markers 6).

Figure 6: TAYplan Twitter homepage



Governance

TAYplan Team

3.33 TAYplan was originally structured to be lean and remains so. The TAYplan team are employees of Dundee City Council and therefore procedures align with that Council for HR, customer care, IT etc. For every member of staff an annual appraisal and training programme is agreed, with an interim review after 6 months.

TAYplan Joint Committee and Governance Arrangements

3.34 TAYplan is structured to support effective and efficient decision making. TAYplan's Joint Committee is made up of three elected councillors from each of the four councils. Councillors serving on the Joint Committee and the convenorship arrangements can be seen at Appendix 3. The Joint Committee meets a minimum of twice per year, the timing of which is determined by the project plan. In the 2016/17 period meetings were held in October 2016 and February 2017 (<http://www.tayplan-sdpa.gov.uk/jointcommittee>).

3.35 An effective and proportionate scheme of delegation is in place. Elected members of the Joint Committee are briefed ahead of key stages of the Plan and following consultation stages. This provides an opportunity for discussion on key issues and potential responses ahead of the Joint Committee considering and determining key outputs.

3.36 At key stages the Joint Committee's decisions must be ratified by the 4 Constituent Councils. This has been seen as crucial to achieving broad political ownership and oversight.

3.37 Delegated decisions are taken by the TAYplan Manager or through the TAYplan Board.

3.38 Effective management structures are in place to ensure that the four councils have a joint say in how the area develops and also in a way which supports the delivery of PRINCE2 project planning.

3.39 TAYplan is led by a manager who reports to a Project Board (TAYplan Board) comprising the 4 Heads of Service within the constituent Councils. A resource plan is prepared aligned with the project plan to ensure delivery of the Strategic Development Plan. The TAYplan Manager reports to the Board where required. The TAYplan Board structure can be seen at Appendix 2.

3.40 During this reporting year the TAYplan Board began considering the approach to preparing the third Strategic Development Plan with a mind to put this decision to the Joint Committee following approval of SDP2. Now that this approval is anticipated outside of the current reporting year, so too will any decision on preparing the third Plan. This will also be influenced by the yet to be revealed conclusions of the Scottish Planning Review.

Committee & Site Visits*	Number per year
Full council meetings	0
Planning committees	2
Area committees (where relevant)	0
Committee site visits	0
LRB**	0
LRB site visits	0

Notes:

*References to committees also include National Park Authority Boards. Number of site visits is those cases where visits were carried out by committees/boards.

**this relates to the number of meetings of the LRB. The number of applications going to LRB are reported elsewhere.

3.41 A scheme of delegation is in place, last reviewed in 2011, which provides delegation from the 4 constituent councils to the Joint Committee and then to the TAYplan Manager. This scheme of delegation is still considered to be up to date and relevant. The TAYplan Board meets ahead of each Joint Committee and other key stages to provide scrutiny and challenge.

3.42 In addition, TAYplan has two other groups which help shape the work; the Steering Group (comprising LDP leads from the constituent councils) and the Key Stakeholders Group (comprising 15 key agencies and government organisations). The structure and membership of the Key Stakeholders and Steering Group can be seen at Appendix 2.

3.43 Procurement is carried out following the procedures of our parent council (Dundee City Council). These are themselves joint procurement procedures for Angus, Dundee City and Perth & Kinross Councils. This supports a broad consistency in approach.

3.44 Case Study 3 describes how partner councils continued to work together to present the evidence and defend the agreed position of those four councils taken through TAYplan (Performance Markers 6, 12 and 13).

Culture of continuous improvement

3.45 Continuous improvement is central to the TAYplan team's ethos and we continue to demonstrate a culture of learning and improving. This is a long term approach which builds on skills, capacity and relationships built in earlier reporting years and then applies the lessons learned from these.

3.46 We have and continue to focus on how the strategic planning process and outputs can be of a high quality and add value. Recent work by the four councils on the City Deal is able to benefit from the evidence base for the Proposed Plan (2015) because both share the same geography. This also means that future city deal work will be relevant to TAYplan. This demonstrates the broader, long term value of TAYplan work and the coherence of thinking at strategic level (this reflects the ethos of Performance Markers 6, 12 and 13) (See Cast Study 5).

3.47 During the year 2016/17 the focus has been on the Proposed Plan examination and also gathering evidence for the third Strategic Development Plan. Both strands of work have benefited from the activities involving close partnership working and sharing of good practice and knowledge in the preceding years, as well as direct work in this reporting year.

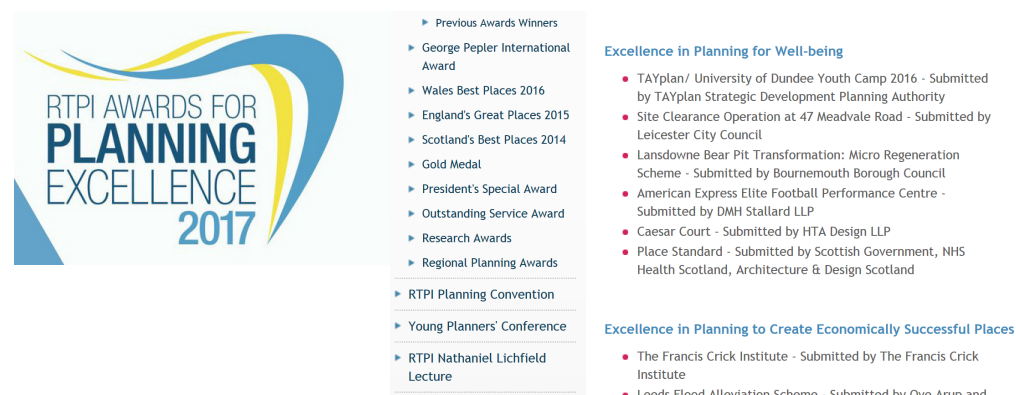
3.48 This work has recently been acknowledged when TAYplan's work with young people during 2016, was shortlisted for the UK Royal Town Planning Institute's Awards for Planning for Excellence in the Planning for Wellbeing Category ([Link](#)) (See Figure 7 overleaf). This award symbolises the hard work of the team, partners and elected members in planning with the next generation in mind (See Case Study 1) (Performance Markers 6, 12 and 13).

3.49 Case studies 2 and 4 respectively describe continued partnership working and the promotion of knowledge and information to all audiences. Case Studies 2 and 4 also show that continually striving for improvement can build capacity, expertise and serve as an early form of engagement to build trust and consensus (Performance Markers 6 and 13).

3.50 Staff training is on-going throughout the year. In 2016/17 this included a range of on the job training, courses relating to operational use of excel and GIS for travel to work information as well as updates on flood risk, use of HM Treasury Green Book, adaptive leadership and economic development training. This has been an integral part of our continued approach to build capacity for TAYplan and its partners who rely on TAYplan to support their work. TAYplan has also supported a fellow SDPA by undertaking some work on schedule 4s (Performance Markers 6 and 13).

3.51 Case Study 2 also shows the importance of well organised and easy to follow information and evidence. This is for all participants in the process and can be pivotal in reducing the time and resource costs of engagement and examination by helping people to understand issues and to comment from a better informed position (Performance Markers 6, 12 and 13). TAYplan has also supported the university of Dundee by delivering lectures on how to use data and information to form evidence for policy for the fifth year (November 2016) (Performance Markets 6 and 13).

Figure 7: Royal Town Planning Institute Awards for Planning Excellence 2017 - shortlist from the RTPI website



Evidence

3.52 Much of the evidence to support TAYplan's performance during 2016/17 is documented in the preceding sections. A number of documents have been published which evidence the progress and improved performance of TAYplan. These include:

- Project Plan Updates to the Joint Committee (Feb 2017) - [Link to Report](#)
- Youth Camp 2016 Summary (June 2016) - [Link to Report](#)
- TAYplan Newsletter (June 2016) - [Link to document](#)
- RTPI Awards for Planning Excellence Planning Shortlist (2017) - [Link](#)
- Publication of research documents eg *Travel to work, Air Quality, Scottish Index of Multiple Deprivation* - www.tayplan-sdpa.gov.uk/publications
- TAYplan Examination Report (2017) - [Link to Report](#)
- News articles - www.tayplan-sdpa.gov.uk/news
- Tweets - <https://twitter.com/TAYplan>
- Selected case studies (following section)

Supporting Evidence - Case Studies

CASE STUDY 1: PLANING WITH THE NEXT GENERATION IN MIND

In 2011/12, inspite of visiting schools it became clear to TAYplan that we would need to take engagement to young people. TAYplan, the University of Dundee and the four councils have spent the last few years building relationships with schools and officer capacity to work with and engage with young people.

This is an important part of giving young people a voice and helping them to understand planning so that they can participate as active citizens and shape their future. It may also assist those who want to go into a career in planning or a related subject. Young people are a source of enthusiasm and ideas that are often not constrained by the boundaries of professional practice.

During this reporting year:

- Work from 2015/16 culminated in the 2016 Youth Camp held at the University of Dundee on 15 June. The event was attended by 40 young people from schools around the TAYplan area (See [Report](#) and [Film](#)).
- This work was shortlisted for the RTPI UK awards ([Link](#)). The award ceremony will take place in the next reporting year during June 2017.
- In autumn 2016 officers from TAYplan, University of Dundee and the four constituent councils continued the momentum and set about preparing for the 2017 youth camp. Although this work took place in 2016/17 the 2017 youth camps will be in the next reporting year - June 2017.
- Work for the 2017 Youth Camp has involved frequent meetings of the project group to organise the event and to carry out school visits in February and March 2017 involving around 400 pupils across ten high schools.
- Lessons learned from 2016 showed that many of the approaches, themselves learned over previous years were successful. Additional feedback from teachers has also been put into place.

Ultimately this sharing of resources and knowledge by the partners builds capacity and relationships (performance markers 6 and 13). This will

contribute to future engagement on specific matters with young people, such as SDP3 and Local Development Plans.

Previous youth engagement work was featured as part of the Scotland entry for the Venice Architectural Biennale held in May 2016. This exhibit returned to Scotland in the Autumn visiting three locations and closed the Dundee festival of Architecture in late November 2016.

Figure 8: Images from youth engagement during 2016/17



Clockwise from top right - a. winning town from Youth Camp 2016 by Morgan Academy, b. Venice Architectural Biennale May 2016, c. TAYplan element of the Venice Biennale at the close Dundee festival of architecture in November 2017, and, d. Youth Camp 2016 Report

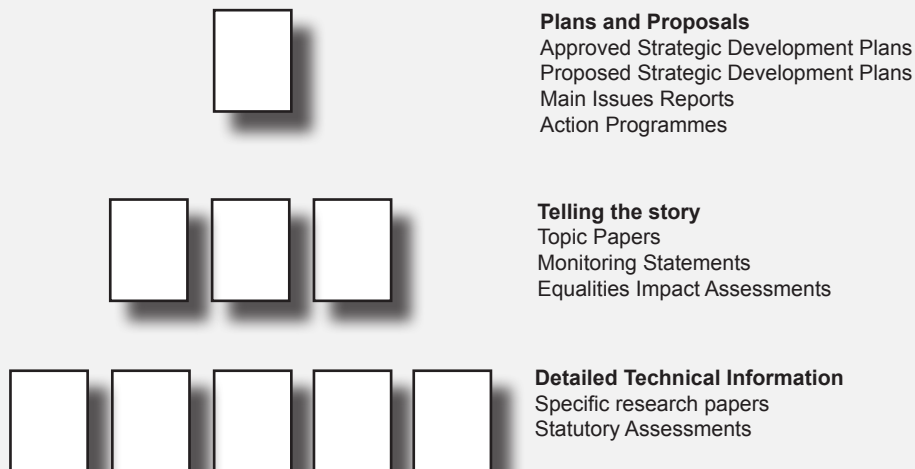
CASE STUDY 2: PROMOTING UNDERSTANDING OF ISSUES

Lessons learned from the second Strategic Development Plan process and two customer surveys made clear the challenges of engaging TAYplan's non-technical audience with technical issues.

Significant thought has therefore gone into how to present and structure research and assessment work so that conclusions can be more easily understood and followed. Work has also focused on the best way to help people who want to learn more to know that information exists and to find it. This is also beneficial to the technical audience and may help to focus consultation responses and speed the examination process.

As part of this work TAYplan developed the three tier information hierarchy shown below. This categorises the plethora of documentation associated with development planning into three simple groups.

Plans and proposals are the main headlines and the first level of information. Topic papers and monitoring statements etc bring together many piece of detailed information to tell a story that supports plans and proposals. Detailed technical information is the individual studies that have been condensed in the story telling and informed plans and proposals.



This approach is designed for the preparation of the third Strategic Development Plan to allow interested parties to find what they are looking for.

During SDP2 the topic papers (telling the story) were very heavy on detail and took on some of the role of detailed information papers which made them confusing and difficult to follow. A far simpler structure has been devised for these to summarise and highlight key points from the detailed technical information documents. This should offer the right pitch and sign post those who want to know more.

No topic papers have been prepared under this format to date because this is too early in the process. However, TAYplan officers have worked with colleagues in the four councils to develop four Detailed Technical Information Papers to test this approach. These are:

- Travel to Work Areas 2011 (published March 2017) ([See report](#))
- Scottish Index of Multiple Deprivation 2016 (Life Experience Paper 1) (Published March 2017) ([see Report](#))
- Air Quality (Life Experience Paper 2) (Published March 2017) ([See Report](#))
- Demographic and Household Analysis (Published May 2017) ([See Report](#))

These documents deliberately have a 'less technical' feel, in so far as it is possible with detailed technical information. They make graphs simple and use mapping. Info-graphics have also been developed where appropriate. Plain language, synopses and summaries have been used to highlight key points and conclusions.

They have also been shared with the four constituent council planning teams and wider colleagues including housing, economic development and transport during their development to share knowledge and develop meaningful conclusions.

Overall this work has supported a culture of continuous improvement and provided the platform for early engagement of elected members and stakeholders, and, to share skills and knowledge (performance markers 6, 9, 10 and 13).

CASE STUDY 3: PROPOSED STRATEGIC DEVELOPMENT PLAN EXAMINATION

Following submission to Scottish Ministers on 7 June the examination began within a few weeks. Reporters were satisfied that TAYplan has carried out its engagement promises as set out in the participation statement in the Development Plan Scheme (2015) ([See Report](#)). This reflects the ethos of continuous improvement and fulfilling the requirements of the development plan scheme and project plan on time (performance markers 6, 7 and 8).

In the previous reporting year TAYplan had completed its schedule 4s with a deliberate thoroughness. This was to provide reporters with as much information as possible in order to reduce the amount of further information requests and also the associated time and cost impacts.

This tactic proved helpful as TAYplan received only two further information requests compared with 15 at the same stage in 2011/12. However, the mixture of housing issues were this time dealt with by a hearing session. There had been none at the equivalent stage for SDP1.

TAYplan worked closely with the four constituent councils to develop positions and responses to the questions raised by the reporters. This required frequent meetings and the assembly of more recent information in support of our arguments.

The meetings and discussions allowed TAYplan and the four councils to take a single view and present evidence which was mutually beneficial to all the points being raised.

It was particularly important to review the evidence originally used and then to consider this in light of more recent information. This is a further example of continuous improvement, and sharing knowledge and good practice (performance markers 6 and 13).

TAYplan was able to clarify several matters upon which the Reporters had questions. This included matters relating to the housing need and demand assessment and the approach to the future tenure mix of housing. On these

matters there was agreement between all parties around the table. This illustrated the value and importance of early engagement with stakeholders in previous reporting years at this critical point (performance markers 9 and 10).

Unsurprisingly there were also issues at the hearing upon which the parties around the table took contrary views. However, the more recent evidence presented by TAYplan assisted the reporters and other parties to reach their own conclusions.

The reporters were able to deliver their examination report within the examination deadline. This will ultimately provide an environment which enables the plan to be approved by Scottish Ministers, with or without modifications, before the currently approved plan (2012) reaches 5 years old.

Overall this work has demonstrated the importance of sharing knowledge and working in partnership (performance markers 6, 10 and 13).

CASE STUDY 4 SUSTAINING PARTNERSHIPS

During this reporting year the shift to examination phase meant that work on SDP2 was handed to Scottish Ministers and work on SDP3 had not formally commenced.

Partnership working was therefore focused on two related tasks:

- a. working with other SDPAs and Scottish Government to contribute to the planning review process.
- b. working with key agencies to develop the evidence base to inform SDP3.

Following the panel recommendations in May 2016 Scottish Government committed to work with SDPAs to develop its approach to strategic planning. This took place in two workshops; one in August 2016 and one in January 2017. These focused on the possible approaches to strategic planning in Scotland and some of the practicalities for both process and operations.

This was an opportunity to share practice, knowledge and experience to contribute to the broader improvements of the Scottish planning system (performance markets 6 and 13).

During August 2016 TAYplan initiated work with SEPA, SNH, Marine Scotland and the four Councils. This work focused on the water environment bringing together commitments to explore coastal change (National Coastal Change Assessment), water quality and river basin management issues, coastal and marine planning issues and terrestrial planning.

This work was an opportunity firstly to develop and shape the scope of the work and then to assemble the relevant information and analysis. By the close of this reporting year the analysis is underway with an intended completion timeframe of summer 2017.

This work has focused on the expertise of specific partners. It was seen as an opportunity to bring together several interrelated areas of work which have implications for all of the organisations involved. The work also formed a conduit through which to combine different professional and operational knowledge and to identify areas of pressure and specific strategic issues.

The work is also intended to build capacity and knowledge to support future marine planning work for the Tay area.

This represents an example of engaging stakeholders early, striving for continuous improvement so that future problems can be tackled from a position of stronger knowledge and the sharing of different professional knowledge (Performance markets 6, 10 and 13).

In October 2016 the TAYplan key stakeholder group (See Appendix 2) of government agencies met. There were many new officers to this group and this was an opportunity to develop relationships with a briefing on SDP2 progress.

The meeting also focussed on possible work for SDP3 with the early development of scopes for work to explore competitiveness and assets. The key stakeholder group contains professionals from bodies with economic, tourism, health, utility, environment, resources and assets focus amongst others. This provided a vital first step to bring together their thinking on assets and competitiveness from which to develop a scope for further work to explore these matters. This represents a continuous improvement to develop early engagement and joint knowledge and share understanding on matters that will be pivotal in the third Strategic Development Plan/forming regional priorities (performance markers 6, 9, 10).

Figure 9: left - Scotland's four SDPAs and Scottish Government sharing good practice and discussing the planning review in August 2016; and, right - The TAYplan family - officers from TAYplan, SEPA, SNH and Marine Scotland discuss the scope for the water environment study in August 2016.



CASE STUDY 5 ADAPTING FOR THE FUTURE

The councils in the TAYplan/Tay Cities area have been considering how best to work together on matters wider than planning. During 2016/17 the Tay Cities deal team was established and co-located with TAYplan.

The Head of the Tay Cities Deal also became the Acting SDPA Manager at no extra cost to TAYplan and the office rent was shared between the Tay Cities Team and TAYplan. This also allowed the Tay Cities deal team to use TAYplan's access to meeting rooms and IT equipment, software and stationary.

The co-location was also beneficial because the TAYplan and Tay Cities geography is the same. This allowed cross-sharing of evidence that had informed the Proposed Plan. This meant that the approved TAYplan (2012) and the Proposed Plan (2015), and Action Programme, provided the basis for the Tay Cities deal. Many of the infrastructure components of this bid and the evidence base were based on the Proposed Plan (2015). This is important because it means that the city deal has been plan-led, although some of the proposals that emerged as part of the process are new.

The working arrangements for the Tay Cities deal also involved Tactran regional transport partnership and partners from the economic development teams in the four councils. In essence this brought together planning, transport and economic development colleagues with a focus on a city deal bid.

This is all part of a broader approach being promoted by the four councils through the Tay Cities Deal. This approach proposed the bringing together of city region strategic planning (TAYplan), transport (Regional Transport Partnerships) and economic development activities.

Whether this comes to fruition will be the consequence of choices made by the Scottish and UK Government's through the city deal process and by the Scottish Government's planning review.

TAYplan was able to contribute to the regional economic strategy and work with partners to develop outcome-based thinking to inform this process.

During the last reporting year TAYplan proposed to liaise more closely with Chambers of Commerce and with Community Planning Partnerships. This was intended to improve relationships and build partnerships for the third Strategic Development Plan.

However, the Scottish planning review placed some uncertainty over the future of strategic planning. This uncertain environment made it difficult to approach these organisations and present certainty about the third Strategic Development Plan.

Instead TAYplan's involvement with the Tay Cities team provided an opportunity to build relationships with Chambers of Commerce and Community Planning Partnerships. This provided a single and clear purpose for engagement focused on similar issues for the same geography.

This provided a vital hook for TAYplan to be involved with and to benefit from a separate but related operational process. More importantly this brought the TAYplan/Tay Cities geography and issues to the fore with these organisations and overcame the uncertain environment presented by the ongoing planning review.

Overall this allowed the Tay Cities deal, TAYplan and the four councils to benefit from:

- a. engagement with the respective chambers of commerce and community planning partnership; and,
- b. the coming together of the three chambers of commerce and four community planning partnerships covering the geography.

These activities reflect the principles of continuous improvement and adaptation (Performance Marker 6). They have also created an environment which supports partnership working and early engagement (Performance markers 9, 10 and 13).

Service Improvements

4.1 Figure 10 (below) shows improvements in TAYplan performance over recent years through subsequent planning performance frameworks. Some of this improvement has been the result of demonstrating activity and improvements more clearly and better recording. However, it has also been the result of concerted effort and hard work to improve and deliver a high quality service.

4.2 Figure 10 (below) shows consistently strong performance on markers 6, 7 and 8. More recent improvement is apparent on markers 9, 10 and 13. TAYplan wishes to see continued improvement on all of these markers.

Figure 10: Recent Red/Amber/Green performance grading from previous TAYplan Planning Performance Framework

Performance Markers		2012/13	2013/14	2014/15	2015/16
6	Continuous improvement				
7	Local development plan				
8	Development Plan Scheme				
9	Elected members engaged early (Pre-MIR)	N/A			N/A
10	Stakeholders engaged early (Pre-MIR)	N/A			N/A
13	Sharing good practice, skills and knowledge				

Service Improvements for the next reporting year (2017/18)

4.3 In the coming year (2017/18) TAYplan will face major staffing challenges. Staff turnover means there will be no TAYplan team staff in place to deliver SDPA functions during much of the 2017/18 reporting year.

4.4 It is also unclear, given the ongoing review of the Scottish Planning system, whether there will be a third Strategic Development Plan; whether work will shift to defining regional priorities for NPF4; or, something else. It is

also currently unclear what structures and operational practices will emerge. TAYplan must fulfil current legislative requirements but at the same time be mindful of not diverting scarce resources unnecessarily.

4.5 Therefore the key service improvements for 2017/18 are dictated by the need to adapt to circumstantial changes. These improvements will be implemented through project planning for and subsequent review to prepare the third Strategic Development Plan. They will also be implemented by broader budgetary and staffing considerations. The progress of these improvements may be dictated by the timing and direction of the planning review, which TAYplan does not control.

4.6 During 2017/18 TAYplan will seek to:

- Deliver all immediate requirements e.g. publication of the Approved Plan, approval/adoption of the Action Programme, publication of the SEA post adoption statement and the servicing of the Joint Committee.
- Use LDP team resources from the four councils to progress necessary SDPA work and establish any working arrangements required as a consequence of the planning review.
- Ensure service continuity and momentum in work to prepare SDP3/ Regional Priorities for NPF4 with partners. This will be based on prioritising work that will be beneficial to the constituent councils and other partners, whatever the outcome of the Scottish Planning Review and subsequent mechanism for the delivery of strategic planning is decided.

Actions to deliver Service Improvements during this reporting year (2016/17)

Committed improvements and actions	Complete?	Committed improvements and actions	Complete?
<p>Carry out a third customer survey in 2017 to ask how people and businesses would like to be engaged and understand which techniques are favoured and whether this has changed..</p> <ul style="list-style-type: none"> Work commenced on the questionnaire during this reporting year. The survey will take place during 2017 but in the next reporting year. Once the approval of SDP2 has taken place the TAYplan Joint Committee can then agree the SDP3 project plan, formally initiate this work and embark on this customer survey. Thus introducing to people the preparation of SDP3 and the opportunity to shape how the process will operate through the customer survey. It is important to do this once SDP2 is complete to avoid public confusion. TAYplan is also alert to both the likely changes from the review of the Scottish Planning system and current legislative requirements. 	YES and ONGOING	<p>Consider the outcomes of the planning review and implement the appropriate structures and arrangements to support its delivery once finalised by Scottish Ministers.</p> <ul style="list-style-type: none"> TAYplan has considered the implication of the review proposals. TAYplan and the other SDPAs have also met with Scottish Government officers to explore the issues and implications of the proposals (Case Study 4). In October 2016 the Tay Cities Deal team became co-located with the TAYplan team (Case Study 5). The planning review is not yet complete and these actions will continue. 	YES and ONGOING
<p>Put in place a set structure for all material relating to the third Strategic Development Plan including the implementation of the critique of topic papers and the monitoring statement. This will also utilise our skills in story boarding and infographics.</p> <ul style="list-style-type: none"> During this reporting year TAYplan has prepared and published three technical research documents (Scottish Index of Multiple Deprivation (Link) Travel to Work Areas (Link) and Air Quality (Link). Each document uses a consistent style and approach to make them easy to understand. These documents form part of a 3 tier information hierarchy. Case Study 2 describes this work in more detail. 	YES and ONGOING	<p>Further develop our relationships with Community Planning Partnerships and Chambers of Commerce to draw on the important opportunities that strategic planning can bring to those agendas..</p> <ul style="list-style-type: none"> Contacts have been identified in these groups. The Tay Cities Deal work has engaged very closely with Chambers of Commerce and Community Planning Partnerships. This was an opportunity to build relationships around the emerging Tay Cities Deal and introduce the regional agenda. Work will continue once SDP2 is approved and the SDP3 preparation process is initiated by the TAYplan Joint Committee. The planning review will have implications for the focus of relationships with these organisations. Case Study 5 describes this work in more detail. 	YES and ONGOING

OFFICIAL STATISTICS

5.1 The guidance for preparing Planning Performance Frameworks focuses strongly on measuring development management functions; including time taken to assess planning applications and statistical information relating to this.

5.2 TAYplan does not have any legal duty to undertake development management. Therefore the relevant statistical information covering the TAYplan area can be found in the Planning Performance Frameworks for the respective councils (Angus, Dundee City, Fife and Perth & Kinross).

Our workforce

5.3 Following on from decisions in the last reporting year (2015/16) we have moved to a more financially sustainable model for running TAYplan. For the first 6 months of the current reporting year the Interim Manager served two days a week and the post was filled by an LDP lead from one of the constituent councils with the senior planner taking a supporting role.

5.4 From October 2016 the Tay Cities Team was co-located with the TAYplan team. This presented an opportunity to share both assets and rent. The Tay Cities Manager also took over as Acting TAYplan Manager at no cost to TAYplan. This presented an opportunity to bring together these two functions (See Case Study 5). This was reported to the TAYplan Joint Committee in October 2016 ([see Report](#)).

5.5 This also offered opportunities to consider the outputs of the Scottish Government's planning review and for the four constituent councils to react appropriately with a new structure when the time comes.

5.6 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 2017. Financial information should relate to the full financial year 2016/17.

5.7 Although the current reporting year was fully staffed in a nominal sense the organisation effectively ran with a team of two rather than three. This was made possible by the stage of the Proposed Plan preparation.

WORKFORCE AND FINANCIAL INFORMATION

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

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

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

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

5.8 As this reporting year closes the staffing situation will change due to staff turnover. This presents major operational challenges for the forthcoming reporting year that have been described in the Actions for the next reporting year (above paragraph 4.3). Action is already underway in the final weeks of this reporting year to identify issues and solutions.

Our budget

5.9 TAYplan is funded equally by the four constituent councils providing an income of £204,000 (£51,000 each) for 2016-17. From April 1st 2017 the contributions will reduce to £46,000 per authority giving a total budget of £184,000 per year.

5.10 Budgets are monitored and considered through the TAYplan Board meetings with a focus on meeting the statutory requirements of TAYplan in an efficient and effective manner.

TAYplan Financial management

5.11 TAYplan's financial regulations are agreed by the Joint Committee and are controlled by Dundee City Council. Audit Scotland did not raise any substantial issues in respect of audited accounts in for 2015/16 ([Link](#)). The audit of the 2016/17 accounts will complete in September 2017 - the next reporting year. Budget reports are considered at each of the Joint Committee meetings.

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development Management				
Development Planning	204,000	157,000	47,000	
Enforcement				
Other				
TOTAL	204,000	157,000	47,000	

Notes:

* Direct staff costs covers gross pay (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority spending 30% or more of their time on planning should be included in costs, irrespective of what department they are allocated to (for example, legal advice, administration, typing). Exclude staff spending less than 30% of their time on planning.

**Indirect costs include all other costs attributable to the planning service. Examples (not exhaustive) include accommodation, IT, stationery, office equipment, telephone charges, printing, advertising, travel & subsistence, apportionment of support service costs.

*** Include fees from planning applications and deemed applications, and recharges for advertising costs etc. Exclude income from property and planning searches.

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

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

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

Appendix 1: Risk Log Snapshot

Risk Categories			Risk Owner		Probability/Impact Rating		Change since last log		Status	
1 Political 2 Economic or Financial 3 Social 4 Technical or Operational 5 Environmental 6 Legal			M = SDPA Manager S = Board JC = Joint Committee		5 = Very High 4 = High 3 = Medium 2 = Low 1 = Very Low		N = New C = Current		O = Outstanding A = Addressed P = Paid	
Number	Category	Risk Name	Description	Risk Owner	Risk Impact/Severity	Probability	Raw Risk Score	Risk Score	Change since last log	Status
1	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
2	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
3	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
4	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
5	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
6	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
7	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
8	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
9	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
10	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
11	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
12	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
13	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
14	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
15	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
16	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
17	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
18	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
19	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P
20	Technical	Change in funding for the TAYplan	There is a risk that the funding for the TAYplan will be reduced or stopped.	M	Highly likely, could result in the TAYplan being unable to deliver its objectives.	1	5	5	Current	P

Appendix 2: Partnership Working

Key Stakeholders 2016-17



Steering Group and TAYplan Board



Appendix 3: TAYplan Joint Committee

Elected Councillors serving on TAYplan Joint Committee 2016-17



Cllr Rob Murray
Scottish National Party
Convenor 2017



Cllr Lynne Devine
Scottish National Party



Cllr Bob Myles
Independent



Cllr Will Dawson
Scottish National Party
Vice-Convenor 2017



Cllr Bill Cambell
Scottish National Party



Cllr Tom Fergusson
Labour Party



Cllr Lesley Laird
Labour Party



Cllr Bob Young
Labour Party



Cllr Donald Lothian
Liberal Democrat Party



Cllr Tom Gray
Scottish National Party



Cllr John Kellas
Scottish National Party



Cllr Alan Livingstone
Conservative Party



Rotational arrangements for convenor-ship of TAYplan

	Convenor	Vice-Convenor
2016		
2017		
2018		
2019		