SESplan
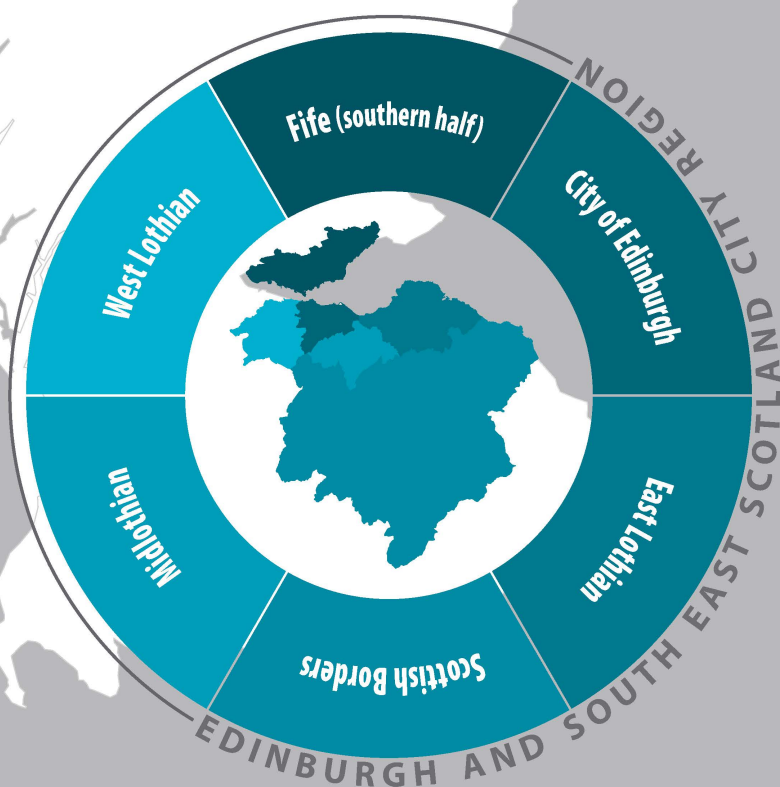
**The Strategic Development Planning Authority
for Edinburgh and South East Scotland**

Planning
Performance
Framework
2015-16

Fife (southern half)

West Lothian

City of Edinburgh

Midlothian

East Lothian

Scottish Borders

EDINBURGH AND SOUTH EAST SCOTLAND CITY REGION

Executive Summary 1

1.1   This is the fifth Planning Performance Framework report submitted by SESplan, the Strategic Development Plan Authority for Edinburgh and South East Scotland. The report covers the period 1 April 2015 to 31 March 2016.

1.2   In 2014-15, SESplan was given a 'green' rating in all six areas of performance. In 2015-16 SESplan has sought to build on this good performance across all areas. SESplan's programme for the second Strategic Development Plan (SDP2) remains on track, unchanged from the schedule set out the Development Plan Scheme 7.

1.3   The principal achievement of 2015-16 has been the publication and consultation on the second Main Issues Report (MIR2) along with continued stakeholder engagement. Key achievements in 2015-16 include:

- MIR2, the Environmental Report, Monitoring Statement and supporting technical papers prepared and published;
- A MIR2 Easy Read Guide and consultation material published;
- A ten week programme of consultation on MIR2 completed;
- Thirty MIR2 consultation events held including public drop-in sessions, community group events, public seminars and briefings for elected members not on the SESplan Joint Committee;
- A total of 240 consultees responded to MIR2, 25% more than the average response rate in previous SESplan consultations and 9% more than to MIR1;
- Improved representation of all of the stakeholders in the plan with the number of individuals responding to MIR2 increased by 83% and responses from Community Councils and other community groups increased by 59% compared to MIR1;
- Ambitious but deliverable Housing Supply Targets and Housing Land Requirements, based on the Housing Needs and Demand Assessment developed for inclusion in the Proposed Plan;
- Regional walking and cycling networks and priorities for enhancement for inclusion in the Proposed Plan were identified in consultation with with SNH, Transport Scotland, SEStran and SUSTRANS;
- The Action Programme accompanying SDP1 was updated and adopted;
- The Action Programme to accompany the Proposed Plan was prepared in consultation with member authorities and other stakeholders; and
- Elected member engagement was increased through eight workshops for Joint Committee members and Transport Scotland, SEStran, Architecture and Design Scotland, a major private developer and the City Region Deal Team made presentations to or facilitated the workshops.

1.4   Sustainable economic growth has been put at the core of the second Strategic Development Plan. To ensure the plan is aligned with economic priorities across the region, SESplan is working in partnership with a network of economic development services and Scottish Enterprise (SESEC) and the team developing the City Region Deal for Edinburgh and South East Scotland.

1 Executive Summary

1.5 Promoting good 'placemaking' is integral to the spatial strategy in the Proposed Plan and the strategy sets out detailed placemaking principles to be taken account of in local development plans. SESplan, member authorities, Scottish Natural Heritage and others collaborated to identify priority areas for the strategic green network in MIR2. The Proposed Plan makes a commitment to the preparation of Strategic Frameworks for two Cross Boundary Green Network Priority Areas as statutory supplementary guidance to the plan.

1.6 To provide certainty to all stakeholders, the Proposed Plan confirms its support for proposals in existing development plans. A major project to improve our understanding of cross boundary transport impacts of development promoted in SDP1 and measures to help address these, led by Transport Scotland with support from SESplan and member authorities progressed through 2015-16 and will report in autumn 2016. The outputs will inform the development of a Cross Boundary Transport Contributions Framework, which will be supplementary guidance to the second strategic development plan.

1.7 SESplan has continued to increase awareness to development plans and engage a broader range of stakeholders in the plan making process. This has been achieved through work on the MIR2 consultation and continuing work with partners including key agencies, elected members and others.

1.8 SESplan's decision making processes were further clarified and streamlined following a review of governance in 2015-16. The changes agreed by members included an extension to the level of delegation to the Joint Committee and the adoption of standing orders governing the business of the committee.

1.9 Over the year, training on community engagement, strategic environmental assessment, making presentations and participation in a programme of workshops and seminars updated and added to the skills and knowledge of the Core Team. In addition, all strategic development plan teams met to share good practise including guidance on the use of SDPs in development management. In 2015-16, officers across the SDPAs also shared experience of practice in HNDA preparation, the setting of housing supply targets, engagement and consultation and the story boarding of plans and graphics.

1.10 In addition to increased SDPA liaison and streamlining decision making, in 2015-16, there were improvements in the involvement of elected members, the engagement of member authority services, key agencies and other stakeholders and in processes for inviting and learning from customer feed back. In 2016-17, improvements are planned to: streamline performance reporting and Schedule 4 preparation; increase collaboration with housing providers to support the delivery of development in accord with the plan; and increase collaboration between SESplan, SEStran and the City Region Deal.

Contents

1 Introduction

1.1   This is the fifth Planning Performance Framework (PPF) report submitted by SESplan, the Strategic Development Plan Authority (SDPA) for Edinburgh and South East Scotland. The Report covers the period 1 April 2015 to 31 March 2016.

1.2   SESplan is a partnership of City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian Councils. It supports the Scottish Government's central purpose of delivering sustainable economic growth and helps deliver a planning system and service that contributes to all 16 National Outcomes.   The authority also supports the Scottish Government's promotion of a plan led system, the development a culture of improving performance and the delivery of high quality sustainable economic development on the ground.

1.3   Edinburgh and South East Scotland is the hub of the Scottish economy and home to 1.25 million of the country's 5.3 million people. The National Planning Framework 3 (NPF3) recognises that the region '*supports many of our most important economic assets*' and that it will be a focus for economic growth and regeneration.

Planning Performance Framework 2014-15 2

2.1 The PPF Report for 2014-15 was informed by the feedback which the Scottish Government had provided on the PPF for the previous year. In that context, the report for 2014-15 provided further detailed examples of the authority's commitment to partnership working and the outcomes delivered during the reporting period.

2.2 In 2015, the Scottish Government welcomed the authority's proactive approach and the sharing of feedback among planning authorities. The Scottish Government's feedback on the six key performance markers relevant to SESplan is set out in Table 2.1 below. The feedback on the markers is intended to give an indication of priority areas for improvement. The red, amber, green ratings are based on the evidence provided within the PPF report.

2.3 SESplan achieved a green rating in all six areas of performance in 2014-15. The assessment of performance in three areas, elected member engagement, cross sector stakeholder engagement and sharing good practice moved from amber in 2013-14 to green in 2014-15.

2 Planning Performance Framework 2014-15

Table 2.1

No.	Performance Marker	RAG Rating	Comments
6	**Continuous improvement:** progress/improvement in relation to PPF National Headline Indicators; and progress ambitious and relevant service improvement commitments identified through PPF report	Green	SDP is up to date and is expected to be replaced on time. Majority of commitments for 2014-15 are complete or in progress. Good range of improvements identified for the year ahead which are linked to evidence within your report however a number could be considered as core business.
7	**Strategic development plan less than 5 years since adoption**	Green	SDP approved in June 2013 and Supplementary Guidance on Housing adopted in November 2014.
8	**Development plan scheme** – next LDP: on course for adoption within 5 years of current plan(s) adoption; and project planned and expected to be delivered to planned timescale	Green	SDP on course for adoption within required timescale. Evidence provided of approach to project planning and maintenance of a risk register which is subject to regular reporting.
9	**Elected members engaged early** (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year	Green	You have provided good evidence of the efforts you have made to engage with elected members for example through the public SESPlan committee meetings and 10 workshops with constituent authorities.
10	**Cross sector stakeholders* engaged early** (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year *including industry, agencies and Scottish Government	Green	You have also provided strong evidence of your engagement with a wide range of stakeholders through your Influence the Plan initiative and the South East Scotland Economic Community.
13	**Sharing good practice**, **skills and knowledge** between authorities	Green	You have outlined a variety of methods you utilise to share and learn from other authorities. SDP managers meet regularly and officers are in contact on issues such as HNDA, Consultation and Engagements and Graphics. In the coming year you will investigate the possibility of creating a virtual forum to discuss less formal issues.

National Headline Indicators 3

3.1   SESplan was established in November 2008 following the agreement of the SESplan Constitution, Scheme of Delegation and Financial Rules. The first SDP (SDP1)was approved by Scottish Ministers in June 2013. As directed by Scottish Ministers, Supplementary Guidance on Housing Land , to provide further information in relation to Policy 5 of the approved SDP, was prepared and adopted by all six member authorities in October 2014.

3.2   DPS8 sets out that the second proposed SDP, SDP2, will be submitted to Scottish Ministers in Spring 2017, that is within four years of the approval of SDP1. Regular reporting on risks which may impact on the timescale for the delivery of SDP2, is completed in accordance with SESplan's risk management policy. This includes a consideration of risk in each report to the Joint Committee and an annual report to the Project Board and Joint Committee on the Risk Register identifying key risks to the project.

3.3   The Risk Register was reported to SESplan Joint Committee on 14 December 2015. The Risk Register is updated by closing risks that are no longer applicable or current. The probability and impact scores associated with individual risks are revised to reflect the current stage of the programme. Of those risks that remain active, four have a residual 'amber' risk. Two of these relate to the Core Team and retention of staff and are unchanged. The others relate to the signing of a lease for the Core Team's accommodation in West Lothian Civic Centre and the outcome of the independent planning review. Heads of Terms for the accommodation were agreed with West Lothian Council in March 2016 and the council is preparing a lease based on these. An updated Risk Register will be reported to SESplan Joint Committee in November 2016.

3 National Headline Indicators

Key Outcomes	2015-16	2014-15
Development Planning		
Age of Local / Strategic Development(s) (years and months) at end of reporting period *Requirement: less than 5 years*	SDP1 approved June 2013. Supplementary Guidance on Housing Land adopted by all SESplan Member Authorities October 2014. DPS8 approved 21 March 2016	SDP1 approved June 2013. Supplementary Guidance on Housing Land adopted by all SESplan Member Authorities October 2014. DPS7 approved 30 March 2015.
Will the Local / Strategic Development Plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y / N)	Y	Y
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)	N	N
Were development plan scheme engagement / consultation commitments met during the year? (Y / N)	Y	Y

Strategic Development Plan 1

Infrastructure - Transport

4.1   Action 112 in the SESplan Action Programme is to *'develop a project to explore cumulative and cross border impacts and mechanisms for funding infrastructure enhancements. To include an examination of the principles and potential of cross border developer funding*'.

4.2   Transport Scotland are leading a project to identify the cumulative and cross boundary impacts of SDP1 and LDP housing and employment development on the SESplan Transport Network, the 'Cross Boundary Transport Project'. The project will also identify the most effective multi modal interventions that could best mitigate these impacts. The outputs will provide evidence to allow contributions to be sought towards the interventions required consistent with regulations relating to planning obligations. Outputs will also be used to provide evidence towards prioritising transport infrastructure interventions. SESplan is a key stakeholder in this project alongside the six SESplan Member Authorities and SEStran.

4.3   In 2015-16, a Base Model, Reference Case and Future Model were established and the major hot spots on the networks were identified. Options to address the hot spots will be assessed in April - August 2016 and a Final Report on the project is expected in September 2016. The outputs from this work will inform further work on transport appraisal and, it is expected, a developer contributions framework.

Action Programme Update

4.4   The Action Programme accompanying SDP1 was updated in consultation with Scottish Government, Key Agencies, member authorities and named lead partners in 2015. The updated Action Programme was adopted by the SDPA in September 2015.

Strategic Development Plan 2

Housing Need and Demand Assessment

4.5   A Housing Need and Demand Assessment to inform SDP2 was developed in consultation with the Housing Market Partnership including public and private sector housing providers and other stakeholders. This was confirmed to be robust and credible by the Centre for Housing Market Analysis in March 2015.
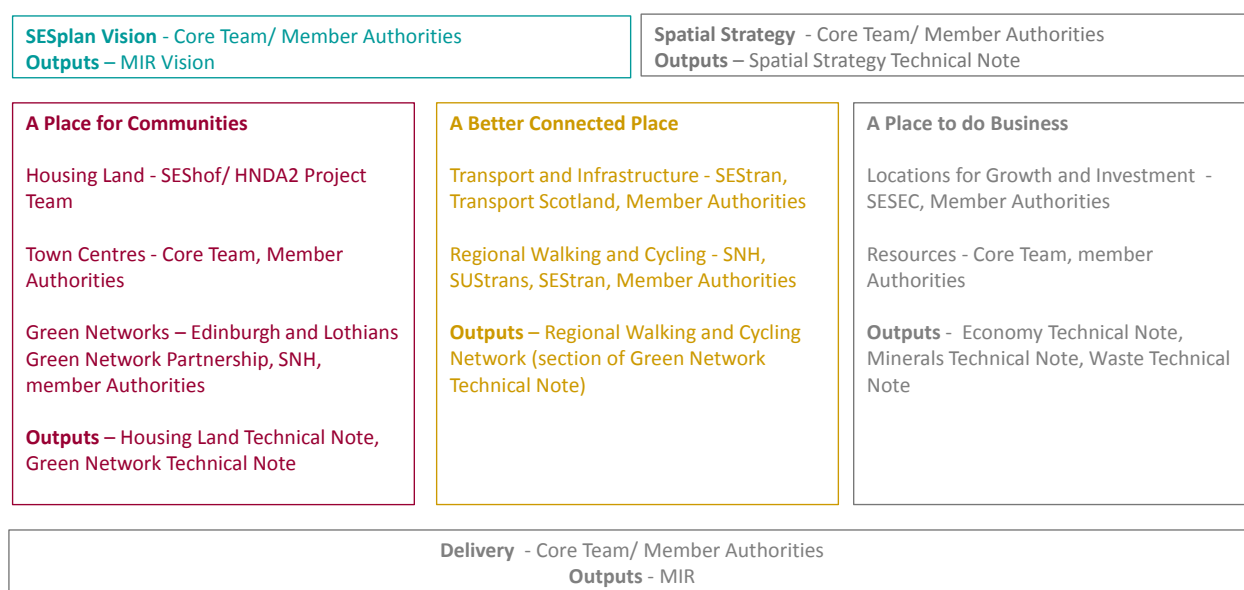
Main Issues Report 2

4.6   In 2015-16 SESplan focused on the publication of MIR2, the Environmental Report, Monitoring Statement and supporting technical papers, the completion of an extensive programme of consultation on MIR2, the analysis of the responses and establishment of an evidence base to inform the preparation of SDP2.

4 Key Achievements 2015-16

4.7   The project plan for MIR2 centred on the establishment of project teams to complete specific pieces of work under the key themes of MIR2 and the Proposed Plan: the SESplan Vision; the SESplan Strategy; a Place to do Business; a Place for Communities; a Better Connected Place; and Delivery.

Figure 4.1

SESplan Vision - Core Team/ Member Authorities **Outputs** – MIR Vision	**Spatial Strategy** - Core Team/ Member Authorities **Outputs** – Spatial Strategy Technical Note

A Place for Communities	**A Better Connected Place**	**A Place to do Business**
Housing Land - SEShof/ HNDA2 Project Team	Transport and Infrastructure - SEStran, Transport Scotland, Member Authorities	Locations for Growth and Investment - SESEC, Member Authorities
Town Centres - Core Team, Member Authorities	Regional Walking and Cycling - SNH, SUStrans, SEStran, Member Authorities	Resources - Core Team, member Authorities
Green Networks – Edinburgh and Lothians Green Network Partnership, SNH, member Authorities	**Outputs** – Regional Walking and Cycling Network (section of Green Network Technical Note)	**Outputs** - Economy Technical Note, Minerals Technical Note, Waste Technical Note
Outputs – Housing Land Technical Note, Green Network Technical Note		

Delivery - Core Team/ Member Authorities **Outputs** - MIR

4.8   The project teams include a range of key agencies and stakeholders including SNH, SEPA, Transport Scotland, Historic Scotland, Scottish Enterprise, Visit Scotland, Architecture and Design Scotland and member authorities' economic development, housing and transportation services. The teams were designed to facilitate focused and timely input of advice and guidance by the Key Agencies and others. For example SEStran, SNH and SUSTRANS advised on regional walking and cycling networks, SEPA advised on the Strategic Flood Risk Assessment, and Scottish Enterprise, Visit Scotland and the South East Scotland Economic Community (SESEC) provided guidance on the identification of business clusters. All key agencies and interested stakeholders received regular EBulletins and regular updates were posted on the SESplan website. The SESplan Core Team, supported by the project teams, produced a number of Technical Notes that provided evidence to support MIR2 and the consultation process (see Fig. 4.1).

4.9   SESEC, which comprises the member authorities economic development services, Scottish Enterprise and SESplan, provided advice on the economic content of the SDP including its contribution to the transition to the low carbon economy.   SESEC is also engaged in delivering Scottish Cities Alliance priorities such as the City Region Deal for Edinburgh and South East Scotland.

4.10   The project teams continue to be managed by the Core Team with input from the SESplan Operational Group, which comprises planning managers from each of the member authorities. Issues are escalated to the SESplan Project Board when that is required. The Chair of SESEC participated in Board meetings when these discussed the content of MIR2 and, following the consultation on that, the emerging content of the Proposed Plan.

4.11   Throughout 2015-16, engagement with the SESplan Joint Committee was through public meetings of the SESplan Joint Committee and workshops involving Joint Committee members, senior officers and the SESplan Core Team. The workshop programme was introduced in January 2014 to facilitate greater elected member engagement in plan preparation including MIR2, consultation processes, reviewing responses to consultation and shaping the Proposed Plan. The workshops are private sessions for elected members and give members opportunities to discuss emerging issues. The workshops have addressed priorities in the SDP2 programme and involved key agencies and other organisations including Homes for Scotland, Transport Scotland, Architecture and Design Scotland and the City Region Deal team.

4.12   Eight workshops were held with Joint Committee members in 2015-16. The workshops increased elected member engagement in SESplan and helped build relationships among the members, senior officers and the Core Team.

Main Issues Report Consultation

4.13   MIR2 was considered by SESplan Joint Committee for approval for public consultation in May 2015 (agenda and papers). This decision was ratified by the member authorities and MIR2 together with supporting documents was published for a 10 week consultation on 21 July 2015.

4.14   The MIR2 Engagement Strategy was presented to the Joint Committee in May 2015. Guided by the participation statement in Development Plan Scheme 7, the strategy sought to exceed the minimum requirements set in legislation, engage a wider and more representative audience and increase awareness of strategic planning as a whole. To inform the Engagement Strategy, SESplan drew on the National Standards for Community Engagement and other resources such as PAS' SP=EED guidance to explore different techniques and to test the appropriateness of the strategy.

4.15   The Engagement Strategy activities are summarised below.

4 Key Achievements 2015-16

Table 4.1

Stakeholder	Engagement Activity
The Public (including hard to reach groups)	Social media, electronic communications, mail outs, easy read guide, leaflet, press releases, touring exhibition, eight drop in sessions. Ensure materials all presented in clear English with attractive graphics. All key documents are made available in Braille, other formats and translations on request.
Community Councils	Fourteen events for active Community Councils, community groups and others. At least one event held in each Member Authority area backed by social media, electronic communications, mail outs, easy read guide and leaflet. Ensure materials all presented in clear English with attractive graphics.
Professionals, Key Agencies, Community Councils and interest groups, the public	Seminar events centred around the key themes of the plan: A Place for Communities; A Place to do Business; and A Better Connected Place. Events featuring guest speakers and open to all. Presentations made available on SESplan website post events.
Community Planning Partnerships	Joint workshop event with Community Planning Partnerships from the six Member Authorities.
Key agencies	Continued involvement from early preparation of the MIR2 and formally invited to comment
House Builders / Developers	Seminar events, article / press release in industry magazines, social media, electronic communications and mail outs.
Economic forums	A Place to do Business seminar event featuring guest speakers. South East Scotland Economic Community discussion, article / press release in industry magazines
Elected Members	Workshops in each Member Authority area
Local Planning Teams	Presentations and Q and A in each Local Authority

4.16   The ten week consultation period ran from 21 July to 30 September 2015. An interim report on the consultation was presented to the Joint Committee at its meeting on 28 September 2015. This included details of all events, the comments raised to date, the emerging preferred options and the feedback received.

4.17   The SESplan Core Team, assisted by officers within member authorities, organised and co-ordinated events. Discussions between SESplan and key stakeholders was also central to this. To assist in the ease of access to information, consultation materials including

an MIR2 Easy Read Guide, information leaflet and information roller boards were prepared for distribution, exhibition displays and made available at events to promote interest and aid engagement.

Figure 4.2 Place for Communities Seminar, Edinburgh; Community Drop-In, Musselburgh and Display Banners, Waverley Station

4.18   Thirty events were held over the consultation period including eight drop-in events, fifteen community events to which community councils, other community groups and the public were invited, four workshops for elected members not on the SESplan Joint Committee, a Community Planning workshop and three themed mini conference seminar events on a Place for Communities, a Place to do Business and a Better Connected Place, which were open to all and attracted representatives from the development industry, industry groups, house builders, social housing providers, investors, those with interests in town centres, green infrastructure, renewable energy, active travel and key agencies. Attendance at the drop-in and community events varied considerably with thirty participants at one drop-in event but with an overall average of eleven participants per event. The themed events attracted an average of forty-one participants.

4.19   At community events, break out workshop sessions were held allowing participants to annotate and make notes on a graphic of the options for the spatial strategy as well as vote for their preferred option. This allowed for smaller group discussion on any issues with an officer of SESplan and/or the relevant member authority. Comments and discussion points varied across the events and included many issues related to housing need and demand, connectivity and infrastructure as well as more localised issues such as village centres. The graphic illustrating the options for the spatial strategy was also available for annotation at the drop in and themed events.

4 Key Achievements 2015-16

4.20   Feedback forms were circulated at all events, inviting information as to how the participant found out about the event, whether the event was informative, if staff were helpful, if there was anything that could be improved upon for future events and if they had heard of SESplan prior to the MIR2 consultation.

4.21   The SESplan team also hosted and attended a number of liaison meetings and events. These included hosting an event for the six Community Planning Partnerships and liaison meetings with Homes for Scotland and Scottish Property Federation as well as briefings with local development plan teams. Briefings were also offered to all elected members in the six SESplan member authorities and these were held in four authorities.

4.22   The presentations used by SESplan officers at the community council events and speakers at the themed events are available for download on the SESplan website.

4.23   A key part of the SESplan Engagement Strategy was to ensure that the MIR2 consultation was promoted through the use of press releases, social media and other outlets including SESplan and partners' websites, newsletters and industry magazines.   Press releases were circulated across the SESplan area at the publication of MIR2 for consideration by Joint Committee, following ratification by the SESplan Joint Committee, at the consultation launch, mid consultation and as a reminder at the end of the consultation. Releases circulated were informative and engaging, highlighting the big issues as well as giving details of how to get involved. Notably STV Edinburgh ran a news bulletin on the MIR2 consultation with media in East Lothian and the Scottish Borders also running articles in the local press. SESplan also regularly posted updates on upcoming events and the progress of the consultation on Twitter (@sesplan) and Facebook and on the SESplan website (www.sesplan.gov.uk) over the MIR2 consultation period from mid-May at the publication of MIR2 for consideration by Joint Committee to the close of the consultation on 30 September.

4.24   A total of 240 consultees responded to MIR2, 25% more than the average response rate in previous SESplan wide consultations and 9% more than responded to MIR1. The consultees made 2,765 comments. A key aim of the MIR2 consultation was to increase participation among key groups of stakeholders. Overall the responses to the second MIR show an improved balance between groups of stakeholders, more reflective of all of the stakeholders in the plan. Comparison against the experience of MIR1 (published in 2010) indicates that there has been a significant increase in the number of responses from individuals and community groups to MIR2 as shown in Figure 4.3. The number of individuals responding to the MIR2 consultation increased by 83% and responses from Community Councils and other community groups by 59%.

4.25   The Core Team analysed all the responses to the consultation and a report setting out the key messages from responses and summaries of all the responses was presented to the Joint Committee on 14 December.   All of the responses and supporting papers were made available on the SESplan consultation portal and all respondents were notified of this.

Figure 4.3 MIR2 v. MIR1

Comparison of Respondents by Group MIR2 and MIR1
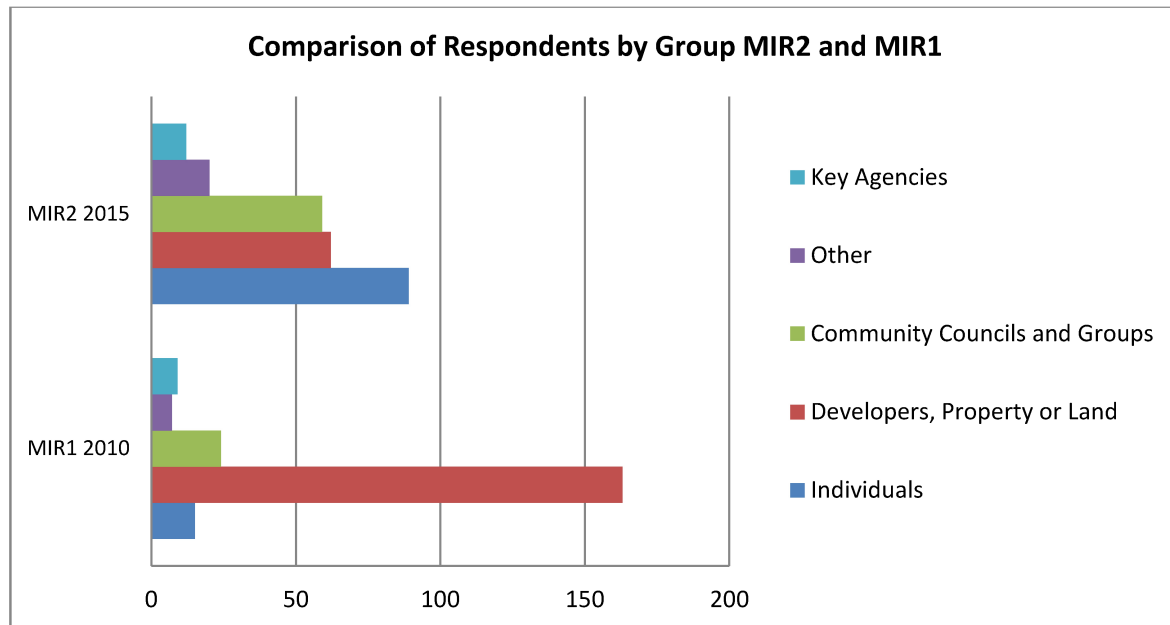
Proposed Plan

4.26 In 2015-16, SESplan focused on the analysis of responses to MIR2 described above, work with Joint Committee members and others to shape the Proposed Plan and developing the evidence base to inform the plan and supporting documents including the reworking of the Action Programme.

4.27 Eight SESplan Joint Committee Workshops were held on aspects of the Proposed Plan and supporting evidence in 2015-16. The workshops considered the Proposed Plan content and programme, strategic infrastructure delivery, placemaking, the Cross Boundary Transport Project and transport appraisal for the Proposed Plan, housing supply targets and the alignment of the City Region Deal and the Proposed Plan. Transport Scotland, SEStran, Architecture and Design Scotland, a major private developer and the City Region Deal Team made presentations to or facilitated the workshops.

4.28 In January 2016, SESplan and Architecture and Design Scotland delivered a workshop to assist in the refinement of the Spatial Strategy following analysis of the MIR2 responses. The workshop included a wide range of stakeholders including officers from Scottish Government, Key Agencies, Homes for Scotland, Member Authorities, Lothians and Fife Greenspace Trust and NHS Lothian. The workshop explored the emerging growth strategy and what it might mean across the region including:

- the considerations for evolving and redefining existing Strategic Development Areas;

- existing and proposed development, infrastructure, green networks and green belt;

- opportunities and constraints;

4 Key Achievements 2015-16

- development principles underpinning the strategy; and

- delivering the strategy.

78% of attendees rated the event as good or excellent and 88% found it informative. Specific feedback was that the workshop provided an open forum and refreshing discussion on issues and constraints for innovative thinking and 'true planning' and that there was a good spread of people and knowledge and different sectors represented.

4.29   In accord with the Project Plan, a Project Team, led by SESplan and comprising planning and housing officers of the member authorities, developed Housing Supply Targets (HSTs)and Housing Land Requirements for inclusion in the Proposed Plan. The targets, which are based on the Housing Needs and Demand Assessment are ambitious but deliverable. The methodology and the details of the process were written up in a background paper to the Proposed Plan.

4.30   A transport appraisal of the impact of the spatial strategy and the proposed HSTs was commissioned to inform consideration of the Proposed Plan.   The brief, which was prepared in consultation with SEStran, required the appraisal to build on interim outputs from the Cross Boundary Transport Project. The appraisal, which was completed in March - April 2016 will be available as a background paper to the Proposed Plan.

4.31   Further meetings with SNH and SEStrans in 2015 built on a series of workshops in 2014 to refine green network priority areas and priority routes to form part of a Regional Walking and Cycling Network. These represent a key contribution to the Central Scotland Green Network and the National Walking and Cycling Network, which is included in the Proposed Plan, both of which are National Developments. This work has recently been short listed for a Scottish Quality in Planning Award.

4.32   The Action Programme to accompany the Proposed Plan was developed in consultation with member authorities and other stakeholders. The Action Programme was prepared to focus on:

- Actions to deliver cross-boundary infrastructure and infrastructure of regional importance;
- Action to help deliver national developments; and
- Actions that require the input and coordination of more than one local planning authority to deliver.

Delivering a High Quality Planning Service 5

Supporting Economic Growth

5.1   SESplan works in partnership with SESEC and with the team developing the City Region Deal for Edinburgh and South East Scotland. This collaboration is reflected in the Proposed Plan for SDP2 and the accompanying Action Programme, which identifies infrastructure required to support sustainable economic growth.   The City Region Deal Partnership propose the development of a regional economic strategy which will influence future development plans. The approved plan, SDP1, supports of the Scottish Government's key economic sectors.

5.2   The Joint Committee agreed that the support of sustainable economic growth should be at the core of SDP2 and MIR2 and the Proposed Plan are focused on this. The SDP1 Action Programme informed the City Region Deal proposal and the development of that proposal through 2015-16 is reflected in the SDP2 Action Programme. Economic research commissioned to inform both SDP2 and the City Region Deal, including work on economic scenarios underpinning estimates of housing need and demand, has been shared among the partners in both projects.

5.3   SESplan have worked with with Scottish Enterprise and Visit Scotland to ensure that SDP2 supports key growth sectors. These and other partners have identified appropriate locations for significant business clusters and locations for tourism and recreational developments of national or regional importance identified in MIR2 and the Proposed Plan.

5.4   Representatives of the Scottish Property Federation, Homes for Scotland, Scottish Futures Trust, higher education, consultants and relevant agencies chaired or made presentations to SESplan events during consultation on MIR2.   MIR2 and the Proposed Plan have also been discussed at meetings with the Scottish Property Federation and the Edinburgh Property Forum. The Quarry Products Association and British Aggregates Association have contributed to the development of the SDP2's minerals policy.

Promoting High Quality Places

5.5   The spatial strategy in SDP1, the approved plan, sets out development principles to be met in delivering the strategy including the promotion of high quality design, energy efficiency and the use of sustainable building materials. SDP1 also recognises the importance of green infrastructure and promotes the delivery of the strategic green network.

5.6   The approved plan was based on unprecedented growth assumptions and identified thirteen Strategic Development Areas across Edinburgh and South East Scotland where further growth should be directed. The six LDPs will deliver that growth.

5.7   MIR2 proposed building on the development principles established in SDP1. 'Placemaking' is integral to the spatial strategy in the Proposed SDP2 and the strategy sets out detailed placemaking principles to be taken account of in LDPs. The strategy also requires development frameworks, masterplans and design briefs to be developed with local people and to align with relevant community plans.

5 Delivering a High Quality Planning Service

5.8   SDP1 supports the development of a strategic green network across the city region and the delivery of this through the Edinburgh and Lothian's Green Network Partnership. SESplan, member authorities, SNH and others collaborated to identify priority areas for green network in MIR2. The Proposed Plan proposes the preparation of Supplementary Guidance setting out strategic frameworks for two cross boundary green network areas and non-statutory frameworks for the other priority areas.

Increasing Certainty

5.9   The approved plan and accompanying Action Programme provide the strategic context for the LDPs and their Action Programmes. The six member authorities' LDPs are in preparation and all are expected to be adopted by early 2018.

5.10   The Action Programme was updated in consultation with Key Agencies and the six member authorities and republished in September 2013 and September 2015. Regular monitoring and updating of the Action Programme in consultation with these partners will further improve the co-ordination of action and increase certainty for all stakeholders. A full review of the Action Programme was completed in 2016 and an updated programme to accompany the Proposed Plan was approved by the SESplan Joint Committee in June 2016.

5.11   SESplan updates and publishes its Development Plan Scheme (DPS) annually. DPS8 was approved by the Joint Committee on 21 March 2016. The programme set out in DPS8 meets statutory requirements and the programme in DPS8 is consistent with the Project Plan for SDP2 approved by the Project Board in 2012. Project Plans for individual projects building the evidence base and preparing the Proposed Plan have been have also been approved by the Project Board.

5.12   Across the SESplan area there is already sufficient employment land offering a range and choice of sites. The challenge is to ensure that the land is in a serviced state and well connected to infrastructure networks including broadband to increase its attractiveness to investors. Similarly there is also a significant supply of housing land. Because of economic conditions since 2008 and the challenges these have presented to the development industry, a number of opportunities identified through existing plans remain unrealised. Acknowledging that the SDP1 strategy extends over a 20 year period to 2032 and the commitment made by the public and private sector to the delivery of existing sites, MIR2 and the Proposed Plan indicate that SDP2 will give continued support to these.

5.13   SESplan is also working with Transport Scotland and member authorities to improve our understanding of cross boundary transport impacts of development promoted in SDP1. The outputs of this work will inform future work on infrastructure funding and delivery including the development of a Cross Boundary Transport Contributions Framework.

Engaging Our Stakeholders

5.14   The Main Issues Report 2 consultation saw an increased commitment to engaging with the wide number of stakeholders in the city region. Preparation of the Engagement Strategy for the MIR2 saw us identify key stakeholder groups and enabled us to tailor our consultation methods to each group. Following from the positive outcomes of the MIR2 consultation, such as increased participation from community groups and the public as a whole (summarised in paragraphs 4.13-4.25), an overarching Stakeholder Strategy has been prepared and will be completed in 2016-17. This will demonstrate how we will continue to work with these key stakeholder groups throughout the plan making process. Key aims include increased awareness of development planning and continued growth in engagement with typically under represented groups.

5.15   SESplan uses a number of methods to ensure clear and frequent communication with our stakeholders. We regularly post updates using social media and our website, produce EBulletins and email updates which are sent out to our mailing list of over 1000 stakeholders. SESplan's website saw a significant increase in visits over the MIR2 period with a peak of 2500 'hits' a month during the consultation period. SESplan's Twitter following has seen steady growth in 2015/16 with a 40% increase in followers over last year and over 4000 profile visits.

Figure 5.1 The SESplan Infographic
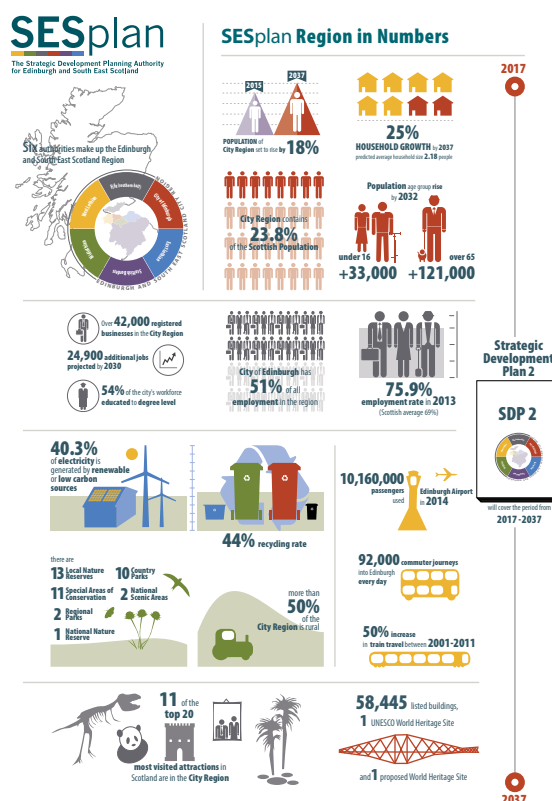
5 Delivering a High Quality Planning Service

5.16 Demonstrated through the MIR2's Easy Read Guide and supporting consultation materials, we are committed to ensuring we use clear plain English and accompany information with engaging maps and graphics. SESplan is continuing to use appealing graphics including infographics, diagrams and clear branding in the Proposed Plan. In early 2016, the Core Team took part in a Architecture and Design Scotland workshop to learn techniques in preparing a graphically appealing and easy to understand planning documents and worked with colleagues in TAYplan to test the layout, format and content of the forthcoming Proposed Plan.

5.17 SESplan utilises technology to assist in the submission and management of consultations. SESplan's Consultation Portal has been in operation since 2013 and allows users to both sign up to the SESplan mailing list and respond to consultations online. The MIR2 consultation was successful in increasing the number of people who responded to the consultation using the Consultation Portal with just short of 80% of responses made using the Portal. SESplan will continue to promote the use of the Portal to submit responses in 2016/17 supported by clear user guides and easy to use forms.

5.18 Technology is also used to share information across the six Member Authorities through Objective Connect. This is an online document sharing system which allows for information to be uploaded, comments to be made and automatic notifications provided to the nominated representatives. This allows data sharing among project teams members as well as the sharing of agendas and papers with the Project Board and Joint Committee. This has provided resource efficiencies to the Core Team in that a single point of information sharing is used on a consistent basis.

Efficient and Effective Decision Making

5.19 The SESplan Joint Committee comprises twelve elected members, two from each Member Authority. The Convener and Vice Convener of the Joint Committee serve for two year to provide continuity of political leadership and align with stages of the plan preparation process.

5.20 The Joint Committee has a clear decision making structure set out in its Constitution and Scheme of Delegation. Responsibilities regarding financial matters are set out in SESplan's Financial Rules. Following a review of the Constitution, Scheme of Delegation and Financial Rules in 2011 – 2012, amendments were made to streamline decision making. A SESplan Service Plan and revised statement on Roles and Responsibilities were implemented in February 2014. The Roles and Responsibilities statement clarifies the responsibilities and expectations of each level of SESplan governance from the Joint Committee to the members of the Core Team and has allowed for resource efficiencies and reduction in resource overlap.

5.21 A further review of the Constitution, Scheme of Delegation and Financial Rules was completed in 2015-16 . The Joint Committee and member authorities have agreed further amendments to the governance of SESplan to clarify and streamline processes including extending the level of delegation to the Joint Committee. In 2015-16, the Joint Committee also adopted Standing Orders to assist in the management of its operation.

5.22   The Authority is supported by a Project Board made up of senior officers from each of the member authorities who oversee the preparation and delivery of the Project Plan, the budget and work programmes for the SDP and the Core Team.

Effective Management Structures

5.23   SESplan maintains and reviews its structures and processes to ensure these remain effective. The Project Board, which has oversaw the delivery of the SDP1 to the timescale and within the budget agreed by the Joint Committee, is supported by the Operational Group, comprising member authorities' development plan managers, the SDP Manager and Core Team.   Following a review of lessons learned in the preparation of SDP1, the Board established revised roles and responsibilities for Board, Operational Group, SDP Manager and Core Team and a scheme of delegation and operational standards for the Core Team which provide the framework for the management of SESplan.

Financial Management and Governance

5.24   The annual Operating Budget for SESplan for the forthcoming year is considered and approved by the Joint Committee no later than December each year. Budgets are audited annually and reported to the SDP Joint Committee. Fife Council is Treasurer to SESplan. The Joint Committee approved SESplan's operating budget for 2015-16 in December 2014.

5.25   The Project Board completed a review focused on cost reduction and process improvement in 2013-14.   Following that review, the Joint Committee set a target for 5% reduction in member authorities contributions to SESplan in 2014-15, subject to the relocation of the Core Team to accommodation shared with the Planning Service of a Member Authority. In December 2014, the Core Team were relocated to West Lothian Civic Centre in December 2014, securing savings in accommodation costs. Member contributions were reduced by 5% in 2014-15 and maintained at the same level in 2015-16.

5.26   SESplan has operated within agreed budgets in each year since its establishment and, in 2015-16, delivered the Main Issues Report 2 and supporting documents and consultation on time and within budget. The Joint Committee receives detailed monitoring reports to the Joint Committee twice a year with one occasion being the end of each financial year. All Joint Committee reports include details of resource implications and budgets are subject to regular reporting to the Project Board.

Supporting a Culture of Continuous Improvement

5.27   All members of the Core Team participate in Fife Council's contribution management and personal development planning programme. All members of the team review and update personal development plans six monthly to address professional development needs and address skills gaps within the team.

5.28   Training undertaken in 2015-16 included:

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- **SP=EED** Stage 1 PAS' SP=EED training was undertaken in May 2015. This has been used to inform and assess MIR consultation and the forthcoming Proposed Plan Period for Representations. This is expected to lead to second stage of the SP=EED training - gaining SP=EED Verification in 2016/17.

- **Objective** - Objective software is SESplan's solution for creating consultation documents and facilitating consultations. All members of the team received training in the system in 2014-15 and individual members of the team attended further update sessions and took part in webinars in 2015-16 to inform the creation of the Proposed Plan and preparation for the period for representations.

- **SEA** - Training on best practice and information sharing on SEA in April 2015.

- **Presentations** - Delivering Presentations Course run by Fife Council.

5.29   Members of the team also participated in: a Development Plans Forum; Improvement Service workshops on GIS and Action Programmes; workshops on Garden Cities and Urban Expansions and Story Boarding; and Homes for Scotland and RTPI Scotland conferences.

5.30   The Core Team maintains and reports to the Project Board against a Service Plan setting standards and targets for the Core Team. Updated SESplan Roles and Responsibilities and Scheme of Delegation and Operational Standards for the Core Team have been set by the Project Board. These set out the roles of the Board, Board Chair and all members of the Core Team and standards expected. A four weekly work programme setting out priorities and targets for all members of the Core Team is maintained and updated regularly.

5.31   A lessons log is maintained and this informed project planning for MIR2 and the Proposed Plan and improvements, for example through the review of governance in 2015-16 and the review of operations in 2013-14. The log has highlighted lessons related to:

- **Representations** - Streamlining of the processing of representations a key lesson from MIR1 and SDP1. For the MIR 2 consultation the use of the Consultation Portal, where the majority of representations were received online and processed online, allowed significant efficiencies in Core Team's time. It also allowed the public to access and search online all comments made on the MIR2. Further streamlining the processing of representations is planned in 2016-17.

- **Evidence** - Ensuring that a robust and tested evidence base is collated in support of key documents including Main Issues Reports and Proposed Plans. This influenced the project planning process for SDP2, the initiation of project teams and the involvement of other services, key agencies and other stakeholders in developing the evidence base for SDP2.

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- **Profile** - The importance of raising the SESplan profile and awareness of strategic planning across the region. This was a key role of the MIR2 Engagement Strategy in 2015-16 and is reflected in the overarching aims of the Stakeholder Strategy prepared in 2015-16. Increased online presence has continued to be a priority.

- **Governance** - The SESplan Constitution, Scheme of Delegation and Financial Rules sets out arrangements for Joint Committee including delegation to officers etc. It was identified that the original versions of these were inconsistent and clarification was required on those matters to be reported to Joint Committee and those decisions of the committee which are to be ratified by the member authorities. This led to the initial review of the governance documents in 2011 and a more comprehensive review in 2015-2016.

5.32   The SDPA teams held their annual liaison meeting allowing all team members to discuss SDP preparation and examples of good practice and lessons learned in August 2015. This was hosted and organised by the SESplan Core Team. Through on-going contacts in 2015-16, relevant officers across the SDPAs shared experience of matters including HNDA preparation, the setting of housing supply targets, engagement and consultation, the story boarding of plans and graphics.

5.33   The SDPA Managers meet regularly and when required to address emerging issues, for example on the independent review of the planning system in 2015-16. An electronic hub for sharing information among SDPA managers has been established. The potential for increased sharing of information across SDPA officers through this will be investigated in 2016-2017.

6 Supporting Evidence

6.1   This report draws on evidence from the following:

- Development Plan Scheme 8 (DPS8);

- Strategic Development Plan 1 and related documents including:

  - Supplementary Guidance on Housing Land;
  - Strategic Environmental Assessment;
  - Equalities and Human Rights Impact Assessment;
  - Habitats Regulations Appraisal;
  - Action Programme; and
  - Background Technical Notes relating to Spatial Strategy Assessment, Housing, Economy, Transport, Minerals, Waste, Green Belt and Green Network;

- Main Issues Report 2, Easy Read Guide and supporting documents

  - Interim Environmental Report;
  - Monitoring Statement;
  - Equalities and Human Rights Impact Assessment;
  - Background Technical Notes on Housing Land, Economy, Spatial Strategy, Green Networks, Waste and Minerals;

- SESplan Consultation Portal;

- SESplan Governance and financial reporting including:

  - SESplan Constitution;
  - Scheme of Delegation; and
  - Financial Rules
  - SESplan Annual Accounts.

- Joint Committee Reports, Decisions and Minutes;
- SESplan Website, Twitter (@SESplan) and Facebook; and

- SESplan PPF Report 2014 / 2015;

Service Improvements 2016-17 7

7.1 An update on the service improvements identified for 2015 -16 as well as service improvements for the coming year 2016-17 is set out below.

7 Service Improvements 2016-17

	Service Improvements 2015 - 16	Comment
1.	Improved consistency of mapped information and maintained library of mapped information to support the SDP.	Scottish Borders Council (SBC) continued to provide GIS services to SESplan in 2015-16, under contract. There were inconsistencies in the data held by each of the SESplan Member Authorities, making mapping the evidence base on matters such as as housing challenging. In 2015-16, SBC led a project team of all GIS officers from each of the Member Authorities to identify and address inconsistencies and to maintain a SESplan library of data. This project was completed in 2015-16.
2.	Increased engagement with member authority services, agencies and other stakeholders in the SDP	Member authorities services, key agencies and other public and private sector stakeholders participated in Joint Committee workshops shaping the Main Issues Report and Proposed Plan in 2015-16 and in project teams.
3.	Reviewed and updated governance to streamline processes and increase efficiency	In December 2011, amendments to the SESplan Scheme of Delegation, the Constitution and Financial Regulations were approved in order to allow greater efficiency in the operation of SESplan.

In February 2014, a Service Plan and SESplan Roles and Responsibilities was approved by the Project Board. These provided greater clarity on the SESplan's operational arrangements. The need for further updating and review of SESplan governance was identified and programmed for 2015-16.

In 2015-16, the SESplan Constitution, Scheme of Delegation and Financial Rules were amended to: extend matters delegated to the SESplan Joint Committee and clarify decisions which are and are not to be ratified; and extend the period of appointment of the Convener and Vice Convener to increase continuity in the leadership of the authority through a plan preparation cycle.

The updated governance documents were approved by the Joint Committee in December 2015 and are currently being ratified by the member authorities. |

Service Improvements 2016-17 7

	Service Improvements 2015 - 16	Comment
4.	Improved SDPA liaison to share lessons learned and identify scope for sharing skills and resources	SDPA teams held liaison meetings involving all team members to discuss SDP preparation and examples of good practice and lessons learned in December 2014 and August 2015.
		Through on-going contacts in 2015-16, relevant officers across the SDPAs have shared experience of matters including HNDA preparation, the setting of housing supply targets, engagement and consultation and the story boarding of plans and graphics.
		The SDPA Managers meet regularly and when required to address emerging issues, for example on the independent review of the planning system in 2015-16. An electronic hub for sharing information among SDPA managers has been established. The potential for increased sharing of information across SDPA officers through this will be investigated in 2016-2017.
5.	Increased elected member engagement	The SESplan team offered briefings on the Main Issues Report 2 to all elected members within the member authorities and briefings were held in four authorities. In accord with the Stakeholder Strategy, approved in December 2015, further briefings will be offered at key stages in the project programme. These will promote the work of the SDPA and provide an opportunity for further dialogue on the SDP2 and its relationship with LDPs.
6.	Improved customer feedback	The SESplan website was updated to include an invitation to all customers to comment on strategic planning, SESplan and its communications and engagement processes. Throughout the consultation on the Main Issues Report 2, stakeholders were invited to give feedback on all engagement processes including on events and the consultation portal. The draft SESplan Stakeholder Strategy was approved by the Joint Committee in December 2015 and stakeholders will be invited to comment on the strategy in 2016-17.
7.	Improve efficiency of performance reporting	The SESplan Constitution requires the preparation of an Annual Report to the SESplan Joint Committee on the key achievements over the preceding year. There is duplication of the information collated and presented within the annual PPF Reports. The amalgamation of the SESplan Annual Report and PPF Report was considered and will be implemented in 2016-17.

7 Service Improvements 2016-17

Service Improvements 2015 - 16	Comment
8. SDP Review - refreshed HNDA guidance	Scottish Government have indicated that, following completion of all four HNDAs in SDP areas, it will undertake a stock take of the experience of the refreshed guidance together with the SDPAs. The independent review of the planning system, completed in 2015-16 identifies the potential for real time modelling of housing need and demand. The Scottish Government published its response to the review in July 2016.

Service Improvements 2016-17	Comment
9. Increase collaboration between SESplan, SEStran and City Region Deal	SESplan has worked with SEStran and the City Region Deal team in the preparation of the Main Issues Report and Proposed Plan for the second strategic development plan. In 2016-17, SESplan will explore opportunities to build on this and increase collaboration between SESplan, SEStran and the emerging City Region Deal governance.
10. Increase efficiency in processing of consultation responses	Objective software will be used to streamline the processing of representations on the Proposed Plan for reporting to the Joint Committee and the preparation of Schedule 4s for submission to the Scottish Ministers.
11. Improve efficiency of performance reporting	To improve efficiency in reporting, the SESplan Annual Report and PPF Report will be amalgamated in 2017-18.
12. Increase SESplan's involvement in facilitating the delivery of development in accord with the SDP	It is proposed that opportunities for SESplan, developers and housing providers to work more closely together to facilitate the delivery of affordable and market housing in accord with the development plan are explored. The extension of the remit of the Housing Market Partnership to include additional joint action will be considered in consultation with Homes for Scotland and members of the partnership.

Service Improvements 2016-17 7

Service Improvements 2016-17	Comment
13. Support the delivery of the outcomes proposed by the independent review of the planning system published in May 2016	SESplan will contribute to the development of actions based on the findings of the independent review of the planning system 'Empowering Planning to Deliver Great Places' as proposed in the Scottish Government's response to that report. SESplan will work with Scottish Government and other SDPAs to identify options for re-purposed strategic development plan authorities.

8 Workforce and Financial Information

8.1 In 2015-16, the SESplan Core Team consisted of three permanent and two temporary members of staff:SDP Manager; Lead Officer; Planners (two posts, one permanent and one temporary); and a Student Planner (year out placement).

8.2 The Core Team is supported by a series of project teams, which includes resources from each of the member authorities. The Core Team has been based in the West Lothian Civic Centre in Livingston since December 2014. Fife Council provides HR, payroll and financial support to the SESplan Core Team. In 2015-16, Scottish Borders provided legal support and GIS / mapping services and City of Edinburgh provided graphics and PR / press and communications support.

	Tier 1 - Chief Executive	Tier 2 - Director	Tier 3 - Head of Service	Tier 4 - Managers
Head of Planning Service				1

		DM	DP	Enforcement	Other
Managers(1)	No. Posts		1		
	Vacant				
Main Grade Posts	No. Posts		3		
	Vacant				
Technician	No. Posts				
	Vacant				
Office Support / Clerical	No. Posts				
	Vacant				
Total			**5**		

Staff Age Profile	Number
Under 30	1
30 - 39	3
40 - 49	
50 and Over	1

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1   Managers are those staff responsible for the operational management of a team / division. They are not necessarily line managers.

Workforce and Financial Information 8

8.3 SESplan is funded equally by the six member authorities. The Operating Budget for 2015 / 2016 was approved at SESplan Joint Committee on 15 December 2014. The total costs (both direct and indirect) over the financial year 2015-16 were estimated to be £300,874. These costs were met through member contributions, set at £46,550 per authority (excluding VAT) and totalling £279,300, revenue from sales of plans (£1,250) and a balance drawn from funds carried forward from financial year 2014-2015.

8.4 The budget estimates for 2016-17 and 2017-18 allow for the continuation of the student planner post to August 2016 and the temporary planner post through 2016-17 and beyond to December 2017. The student planner moved to a permanent post with another authority in April 2016, however, and will not be replaced. The Project Board are currently considering options for the management of SESplan following the retirement of the current SDP Manager in September 2016.

8.5 The SESplan Joint Committee agreed to set a target for a 5% reduction in the SESplan Operating Budget from financial year 2014-2015 onwards. Budgets are subject to regular reporting to the Project Board. The Joint Committee receives detailed monitoring reports to the Joint Committee twice a year with one occasion being the end of each financial year.

	Total Budget	**Costs**		**Income**[2]
		Direct[3]	**Indirect**[4]	
Development Management				
Development Planning	£300,874	£220,708	£80,166	£1,250
Enforcement				
Other				
Total	**£300,874**	**£220,708**	**£80,166**	**£1,250**

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

4   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.

3   Direct staff costs covers gross par (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority spending 30% of 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 that 30% of their time on planning.