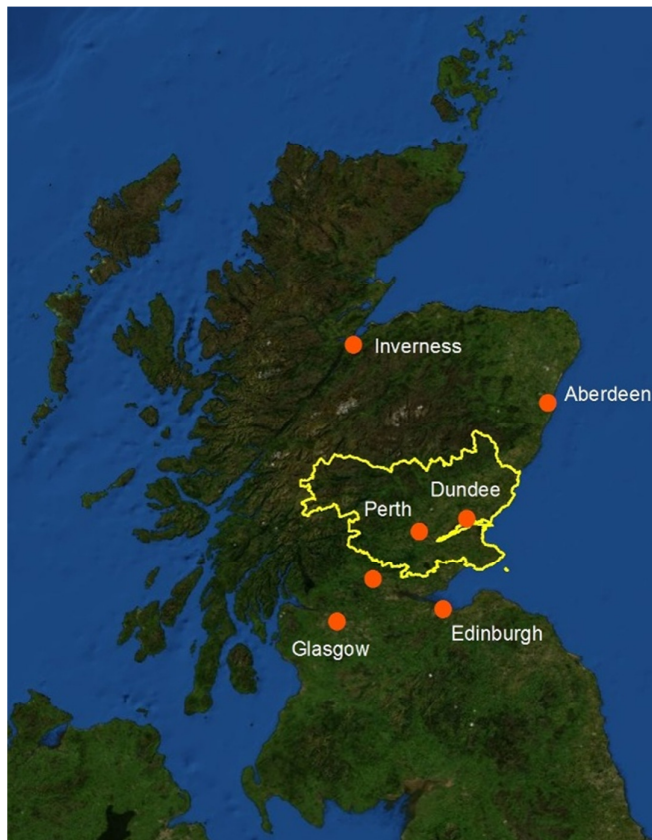


# Planning Performance Framework

*‘Planning to deliver’*

2012/13



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**TAYplan Strategic Development  
Planning Authority**

**September 2013**



## INTRODUCTION

- 1.1 The TAYplan Strategic Development Planning Authority covers the Dundee and Perth city region; one of four city region strategic development planning authorities in Scotland. 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.
- 1.2 TAYplan now covers 7401 sq.km comprising Angus, Dundee City, Perth & Kinross and north Fife Council areas. The TAYplan boundary was changed in 2012 to take account of the extended Cairngorms National Park boundary. The TAYplan area excludes areas within the National Parks.

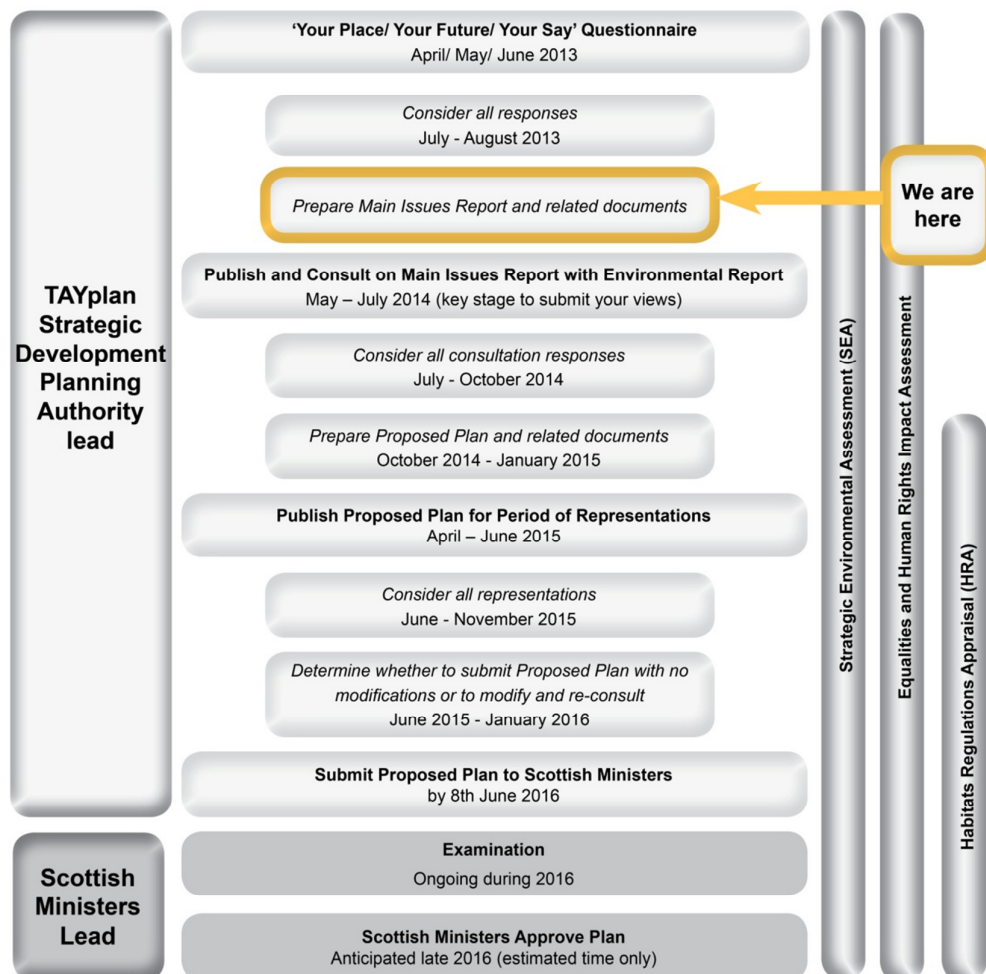


- 1.3 A spatial strategy provides certainty for inhabitants, decision makers and investors. The approved TAYplan provides a positive landuse strategy to attract and guide investment across the area. It is underpinned by a vision of improving quality of life through sustainable economic growth, place shaping and responding to climate change. This is achieved through identifying location priorities for growth, responsive management of built and natural assets and shaping better quality places through the location, design and layout of development. The Plan provides a city region framework to help deliver related National Outcomes.

## 2.0 NATIONAL INDICATORS: *Development Planning*

Indicator	Performance		
	2011/12	2012/13	2013/14
Age of Strategic Development Plan (requirement less than 5 years)	n/a	1	2
Development Plan Scheme: on track	Yes	Yes	Yes

- 2.1 The TAYplan Authority has been in place since June 2009. The first Strategic Development Plan was approved by Scottish Ministers in June 2012, within 3 years of the team being established and work commencing.
- 2.2 The review of the Plan is underway. The TAYplan Joint Committee approved the Project Plan for the delivery of the 2<sup>nd</sup> Strategic Development Plan in October 2012. The Project Plan builds in a focus on consultation at the Main Issues Report stage. The project is designed to be submitted to Scottish Ministers by 8<sup>th</sup> June 2016 i.e. within 4 years of the date of approval of the first Plan. Project planning has taken account of known risks, which are monitored regularly, and builds in time should the Authority wish to make any modifications to the Proposed Plan following considering representations received. The diagram below illustrates the key stages and timescales.



- 2.3 TAYplan updates the Development Plan Scheme at least annually, coinciding with key stages of the Plan process. The Scheme provides as much information as possible on the forthcoming participation and timescales when people can get involved. The Scheme also provides an update on progress against the Project Plan as approved at the inception of the project. The style of the Scheme was reviewed last year and the March 2013 version has an improved style.

### **3.0 DEFINING AND MEASURING A HIGH QUALITY PLANNING SERVICE**

#### ***Quality and Excellence***

- 3.1 Quality and excellence are at the core of the TAYplan team's ethos and outputs. During the past year TAYplan has not published any key outputs given the review process has been at its early stages. As such, no award submissions have been made.
- 3.2 Despite achieving the UK RTPI Silver Jubilee Cup in 2012, TAYplan has been identifying how the next Plan can be of even better quality. The focus over the past 12 months in this regard has been in six areas: knowledge sharing with academia; improving the quality of our graphics; green networks; climate adaptation; utilising and developing on the new national model for Housing Needs and Demand Assessments; and energy.
- 3.3 Work has been undertaken to better understand good/best practice in strategic spatial planning across these six areas in particular and how TAYplan can learn from this to help improve future work and outputs.
- 3.4 Staff training is on-going throughout the year. In 2012-13 this included a range of on the job training, courses relating to media, infrastructure, green networks amongst others. In addition a number of workshops were held which provided training for TAYplan staff, colleagues from the constituent Councils and Key Stakeholder organisations. These workshops including climate adaptation, graphics, green networks, energy, outcomes and indicators.



### ***Open for business***

- 3.5 The Plan as well as producing a strategic planning framework is also a marketing and promotional tool. TAYplan continually looks to promote the area for investment. TAYplan have presented at six conferences/seminars over the past year, a number to international audiences. Wherever possible TAYplan promotes the Authorities work through articles. Regular press releases are made to help people engage and better understand what TAYplan does and how they can get involved.
- 3.6 The TAYplan website is due to launch with a focus on engagement, investment and promotion. In 2011 TAYplan broadened communications through use of twitter. Now with over 180 followers this is considered to be an effective communication for sharing the work we are doing and raising awareness of the TAYplan Authority. TAYplan is seeking to increase engagement in particular with young people and utilising twitter as a means of initial engagement with a target of 300 followers by the Main Issues Report consultation stage in May 2014.
- 3.7 The Action Programme is regularly monitored in respect of progress. This provides evidence of efforts and success in delivering actions. This is discussed and agreed with TAYplan's Key Stakeholders/Agencies, all lead organisations and the constituent Councils.

### ***High quality development on the ground***

- 3.8 The vision of the approved Strategic Development Plan is based around quality of place and quality of life. During the past year TAYplan has been focusing on what improvements could be made to the next Plan to better ensure that new development is more sustainable, resilient and of a high quality. Work in relation to climate adaptation, energy and green networks has been taken forward and TAYplan are currently considering the key issues which should be explored within the Main Issues Report.

### ***Certainty***

- 3.9 Producing the first Strategic Development Plan within 3 years required a focus on project delivery within a managed structure. Reviewing the Plan and submitting within 4 years of approval requires a clear and achievable project plan to be agreed at the outset. This provides certainty to TAYplan's constituent Councils, Key Stakeholders, development industry, public and other interested parties.
- 3.10 TAYplan continues to utilise Prince2 as a project management tool. Alongside the project plan a programme of key meetings are established to ensure that the constituent councils and Key Stakeholders (14 Key Agencies) are working in partnership to deliver the key outputs.

- 3.11 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. TAYplan considers this aspect of project management important; recognising that our partners have busy work schedules and by providing TAYplan key dates and when their comments will be sought, well in advance allows others to plan their work as well as being respectful.

***Communications, engagement and customer service***

- 3.12 TAYplan seeks to ensure our communication is effective as possible with the resources we have. Working in collaboration with partners continues to be fundamentally important to TAYplan's quality of work.

- 3.13 E-newsletters are used to inform customers at key points in the year. These are circulated to all those on our customer database, community councils, elected members and partners. Work has commenced in preparing a communications strategy for the Main Issues Report engagement stage for positive customer experience.

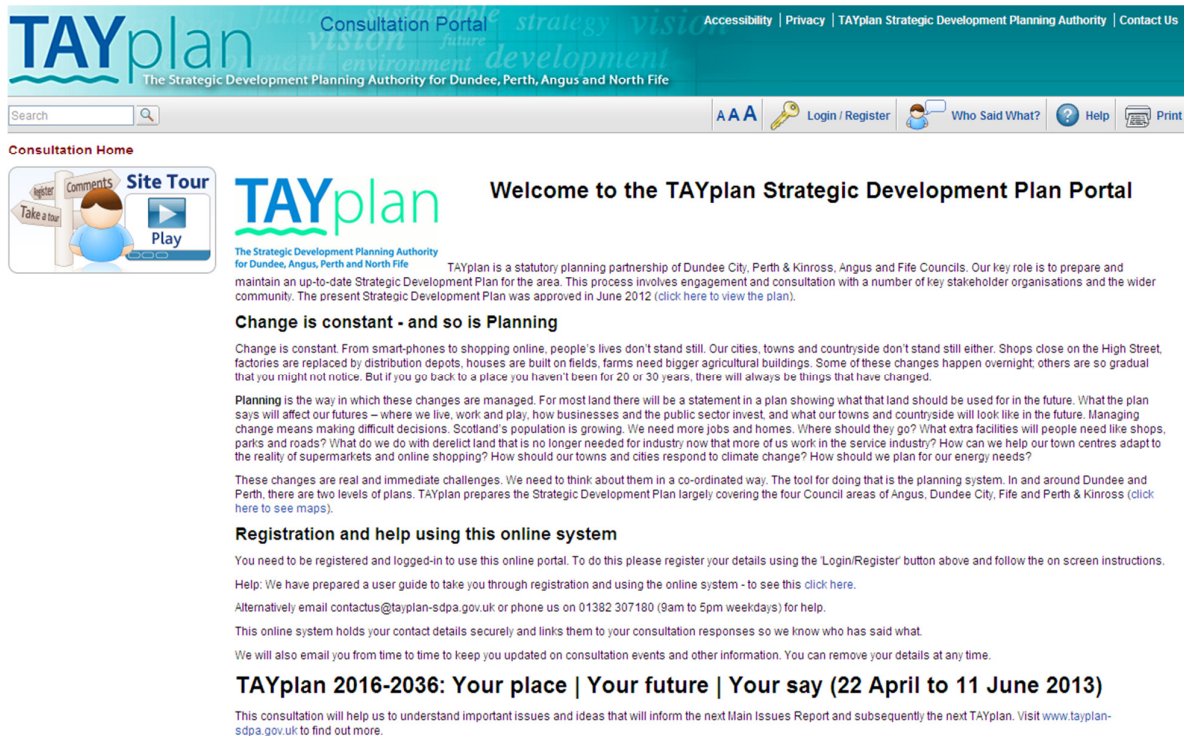


- 3.14 TAYplan's customer standards are published and adhered to. Customer surveys have not been undertaken to date, but will be considered further nearer the Main Issues Report stage, at the key stage of engagement.
- 3.15 Although not a legal requirement, an initial stage of consultation was held over a 7 week period from late April 2013 to provide an opportunity for people and organisations to submit their thoughts on any big ideas – new projects and what the key issues are to help inform the preparation of the Main Issues Report. This was not a main stage of consultation; that is at the Main Issues Report stage next May/June/July 2014, but did provide an opportunity in particular for key stakeholders, community councils and other organisations to submit any comments and for new project ideas. TAYplan also worked with schools and a youth group and ran workshops with 70 young people. TAYplan made improvements in its questionnaire design, learning from previous ones.



- 3.16 A reasonable response for this stage of the Plan review process was received. Overall 47 responses were received to both questionnaires. Although quite a low number, this is reflective of engagement in strategic planning and that this was essentially a targeted early engagement with Key Stakeholders, the development industry and Community Councils, albeit it open to anyone to have their say.

#### *TAYplan Consultation Portal*



**TAYplan** Consultation Portal  
The Strategic Development Planning Authority for Dundee, Perth, Angus and North Fife

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**Consultation Home**

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

**Welcome to the TAYplan Strategic Development Plan Portal**

TAYplan is a statutory planning partnership of Dundee City, Perth & Kinross, Angus and Fife Councils. Our key role is to prepare and maintain an up-to-date Strategic Development Plan for the area. This process involves engagement and consultation with a number of key stakeholder organisations and the wider community. The present Strategic Development Plan was approved in June 2012 ([click here to view the plan](#)).

**Change is constant - and so is Planning**

Change is constant. From smart-phones to shopping online, people's lives don't stand still. Our cities, towns and countryside don't stand still either. Shops close on the High Street, factories are replaced by distribution depots, houses are built on fields, farms need bigger agricultural buildings. Some of these changes happen overnight, others are so gradual that you might not notice. But if you go back to a place you haven't been for 20 or 30 years, there will always be things that have changed.

**Planning** is the way in which these changes are managed. For most land there will be a statement in a plan showing what that land should be used for in the future. What the plan says will affect our futures – where we live, work and play, how businesses and the public sector invest, and what our towns and countryside will look like in the future. Managing change means making difficult decisions. Scotland's population is growing. We need more jobs and homes. Where should they go? What extra facilities will people need like shops, parks and roads? What do we do with derelict land that is no longer needed for industry now that more of us work in the service industry? How can we help our town centres adapt to the reality of supermarkets and online shopping? How should our towns and cities respond to climate change? How should we plan for our energy needs?

These changes are real and immediate challenges. We need to think about them in a co-ordinated way. The tool for doing that is the planning system. In and around Dundee and Perth, there are two levels of plans. TAYplan prepares the Strategic Development Plan largely covering the four Council areas of Angus, Dundee City, Fife and Perth & Kinross ([click here to see maps](#)).

**Registration and help using this online system**

You need to be registered and logged-in to use this online portal. To do this please register your details using the 'Login/Register' button above and follow the on screen instructions. Help: We have prepared a user guide to take you through registration and using the online system - to see this [click here](#).

Alternatively email [contactus@tayplan-sdpa.gov.uk](mailto:contactus@tayplan-sdpa.gov.uk) or phone us on 01382 307180 (9am to 5pm weekdays) for help.

This online system holds your contact details securely and links them to your consultation responses so we know who has said what.

We will also email you from time to time to keep you updated on consultation events and other information. You can remove your details at any time.

**TAYplan 2016-2036: Your place | Your future | Your say (22 April to 11 June 2013)**

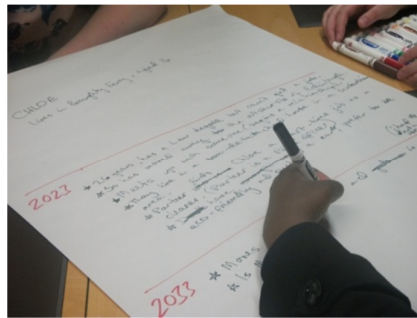
This consultation will help us to understand important issues and ideas that will inform the next Main Issues Report and subsequently the next TAYplan. Visit [www.tayplan-sdpa.gov.uk](http://www.tayplan-sdpa.gov.uk) to find out more.

- 3.17 TAYplan were very keen to again engage with young people in the preparation of its next Strategic Development Plan, not least because it is young people now who will be affected by the outcomes of the Plan for the rest of their lives. During Spring 2013, TAYplan planners worked with external support to engage young people in the pre-Main Issues Report stage – the very first stage in the preparation of a new Strategic Development Plan. The objectives of this engagement project were to:

- Gain an insight into young people's aspirations and concerns for the future, to feed into preparation of the Main Issues Report.
- Generate interest and enthusiasm amongst local schools and youth councils (where they exist) for further engagement with planning in the future.
- Build capacity amongst planners in TAYplan and partner authorities to undertake further engagement with young people when the Main Issues Report is published in 2014.
- Develop new ways of engaging young people in strategic development planning.



- 3.18 Through all of the workshops 70 young people were involved. The report on this engagement has been published on the TAYplan website ([www.tayplan-sdpa.gov.uk](http://www.tayplan-sdpa.gov.uk)). Overall, the diversity of those who were involved has provided a wealth of information to influence preparation of the Main Issues Report. The sessions had an important educational element for the young people. Encouragingly, each of the schools/youth organisations involved were keen to be involved again in the future. The process of joint working between TAYplan planners, local authority planners and the external consultant has helped to ensure that TAYplan staff are confident in planning and managing further opportunities to engage with young people at the Main Issues Report stage.



- 3.19 The fundamental principle for TAYplan to take forward in future opportunities to engage with young people is to focus on aspects of their lives that they can relate to. A focus initially on the place that they stay, and scaling this up to get them to think more broadly about where they might be in the future and why allowed TAYplan to build up a picture of planning at the strategic scale.

### ***Effective and efficient decision making***

- 3.20 TAYplan's Joint Committee meets a minimum of twice per year, the timing of which is determined by the project plan. A 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 determine key outputs.

### ***Effective management structures***

- 3.21 TAYplan is led by a manager who reports to a Project 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 Plan. The resource structure has changed from support to the core team coming through the constituent councils to temporary external appointments. This reflects the effective reduction on staff resources within the 4 constituent councils and aligns with the peaks in workload and skill requirements for different aspects of the Plan's review. This is providing an opportunity for graduates to gain experience.

### ***Financial management and local governance***

- 3.22 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 recent audited accounts.
- 3.23 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. The TAYplan Board meets ahead of each Joint Committee and other key stages, to whom the TAYplan manager reports. In addition, TAYplan has two other groups which help shape the work; the Steering Group (comprising managers of the constituent council) and the Key Stakeholders Group (comprising 14 key agencies and organisations). During the past year Sport Scotland have joined this group of Key Stakeholders.

### ***Culture of continuous improvement***

- 3.24 Continuous improvement is central to TAYplan's work and the team continue to demonstrate a culture of learning and improving. A considerable amount has been done over the past year. A key focus has been leading with learning and development across a range of landuse issues by bringing together TAYplan team with Key Stakeholders, 4 constituent Councils, academia and private sector. This is demonstrated over the past year through, for example:
- Considering good/best practice across the world in areas such as climate adaptation and green networks.
  - Pioneering training on climate adaptation with Adaptation Scotland to inform Development Plans.
  - Improving the quality of online questionnaires to make these easier for customers to understand and relate to.
  - Developing our graphics further through learning from the Scottish Government, consultants, other SDPAs and the University of Abertay.
  - Improving knowledge sharing, not just for TAYplan but across the constituent councils and key stakeholders with academic colleagues from Universities within the TAYplan area.
  - Developing research on strategic issues which will better inform future policy.
  - Leading thinking on outcomes and indicators which has informed the work in other SDPAs, not only saving time and costs but achieving more consistency.
  - Leading with training within TAYplan together with the constituent Councils, Key Stakeholders and Universities.
- 3.25 The Scottish Government's *Review of Strategic Development Plan's: Process and Content* programmed to start in October 2013 will assist TAYplan to identify any further areas for improvement.

#### 4.0 SUPPORTING EVIDENCE

- 4.1 Much of the evidence to support TAYplan's performance during 2012-13 is documented above. A number of areas of research and how this is being translated into improving policy will be documented within TAYplan's forthcoming Topic Papers which will be published alongside the Main Issues Report in April 2014.
- 4.2 A number of documents have been published which evidence the progress and improved performance of TAYplan. These include:
- Study undertaken with 3 Universities and Key Stakeholders identifying gaps in strategic landuse research '[http://www.tayplan-sdpa.gov.uk/Tayplan%20Study%20Final%20Report\\_April2013.pdf](http://www.tayplan-sdpa.gov.uk/Tayplan%20Study%20Final%20Report_April2013.pdf)'.
  - Report on training with Adaptation Scotland providing learning for others <http://www.adaptationscotland.org.uk/4/129/0/TAYplan--adaptation-workshops-for-planners.aspx>.
  - Youth Workshop report [www.tayplan-sdpa.gov.uk](http://www.tayplan-sdpa.gov.uk).

#### 5.0 SERVICE IMPROVEMENTS: 2013-14

##### *Delivery of our service improvement actions 2012-13*

- 5.1 Actions in last year's performance report have largely been implemented.

Improvement Action	Action Taken
4 areas of improvement identified by Audit Scotland: <ul style="list-style-type: none"><li>• Monitor progress against key milestones, ensure delays are minimised</li><li>• Agree resource requirements</li><li>• Work with key agencies to develop an understanding of roles etc.</li><li>• Ensure processes are in place to enable and support better and more effective community engagement</li></ul>	<p>A Project Plan is approved at the Project Inception stage and monitored against those agreed timescales. Risk is also monitored regularly and actions agreed.</p> <p>Financial resource is reported regularly and considered in detail annually. Staff resource is planned 6-9 months ahead.</p> <p>TAYplan continues to meet and discuss roles, needs and expectations with Key Stakeholders.</p> <p>TAYplan continues to provide improved community engagement with the limited resources available. An additional early engagement stage was provided in April-June 2013.</p>
Launch a new TAYplan website	New website almost complete. Launch has been delayed due to technical difficulties and staff having to focus on MIR work.
Continue to log lessons learnt	This is part of our project management structure.

Consider and seek to identify further ways of speeding up the plan making process	There is limited opportunity for TAYplan to increase already very tight project timescales balanced with resources. Lessons learnt from the 1 <sup>st</sup> SDP have resulted in a reduced number of draft versions of key documents being prepared, resulting in more time for partners and key stakeholders to comment. Speeding up the TAYplan process would require governance changes to provide more delegated authority to the TAYplan Joint Committee.
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### ***Service improvements actions 2013-14***

- 5.2 The following improvement actions will be undertaken over the forthcoming year:
- Customer survey aligned with Main Issues Report consultation.
  - Development of research with partners and academia.
  - Update case studies in discussion with the Scottish Government.
  - Together with other Strategic Development Planning Authority Managers, the TAYplan Manager will promote strategic landuse planning and assist in developing and/or influencing other related plans and strategies.
  - Consider the output from The Scottish Government's *Review of Strategic Development Plan's: Process and Content* and identify any improvements for TAYplan.

## **6.0 WORKFORCE AND FINANCIAL INFORMATION**

- 6.1 TAYplan has three full time and permanent employees; Manager, Senior Planner, and Planner. Resource planning is undertaken every 6-9 months to ensure resources are in place to deliver the project. TAYplan has moved to a model of recruiting additional resources on temporary contracts.
- 6.2 TAYplan is funded equally by the four constituent councils providing an income of £240,000 for 2012-13. Budgets are monitored and considered through the TAYplan Board meetings with a focus on current budget year spend and seven year projections (2 Plan cycles). The Joint Committee note the budget positions and 3 yearly projections through their meetings.

## **7.0 CONCLUSIONS**

- 7.1 TAYplan Strategic Development Planning Authority over the period 2012/13 has performed well. This period coincides with the initial stage of reviewing the approved Plan. TAYplan will continue to identify and implement improvements to maintain and enhance the best practice which has been delivered since 2009. TAYplan will proactively contribute to The Scottish Government's *Review of Strategic Development Plan's: Process and Content*.