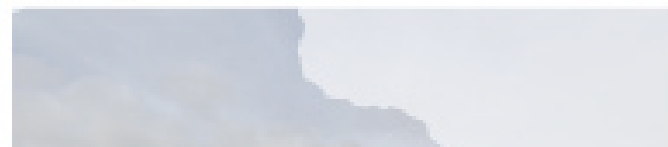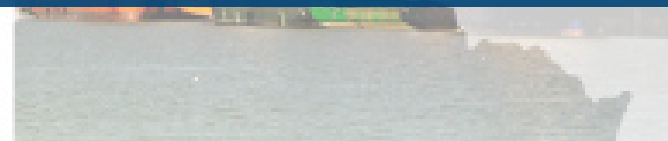# TAYplan

Planning Performance Framework
2015/16

TAYplan
Strategic Development Planning Authority

July 2016

Introduction

ABOUT TAYPLAN

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 and the respective Community Plans.

1.2   A 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. The Approved TAYplan (2012) and the Proposed Plan (2015) provide a city region framework to help deliver related national outcomes.

1.3   During 2015/16 TAYplan's focus was the Proposed Strategic Development Plan (2015) period for representations, analysis of the representations and preparing the Schedule 4s (Summaries of Unresolved Issues) through to Joint Committee approval of these in February 2016 for submission to Scottish Ministers.
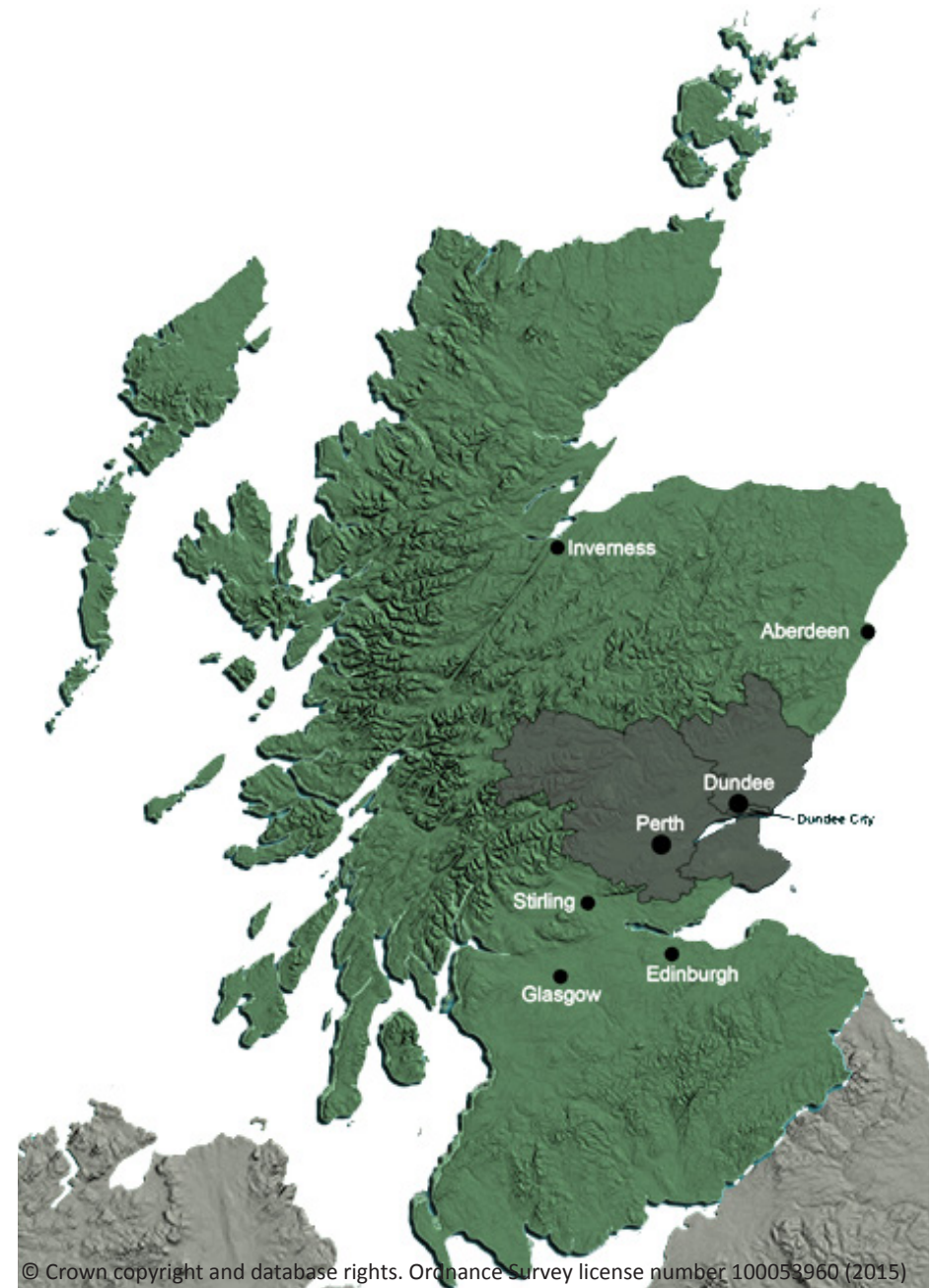
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National Indicators: Development Planning

2.1 Our work over this year has focused on the final stages of the Project Plan for the preparation of the second Strategic Development Plan. The TAYplan Joint Committee approved the Project Plan for the delivery of the 2nd Strategic Development Plan in October 2012 (see Report).

2.2 The Project Plan sought to ensure that a new Proposed Plan would be submitted to Scottish Ministers by 8th June 2016 i.e. within 4 years of the date of approval of the first Plan. Over the preparation period project planning has taken account of known risks, which are monitored regularly through the TAYplan Board (example shown in Appendix One). Figure 1 illustrates overall timescales.

2.3 The second Strategic Development Plan continues to be delivered to the original timescales approved at the inception of the project:

- The Proposed Plan was published in May 2015 with an 8 week period for representations (11 May to 3 July 2015) with initial results being presented to the Joint Committee in October 2015 (see Report).

- The Joint Committee met on 18 February 2016 and agreed to make no changes to the Proposed Plan (2015) prior to submission to Scottish Ministers (see Report).

2.4 TAYplan published a new Development Plan Scheme (DPS) in March 2016 (see Report). It explains the activities/procedures relating to submission of the Proposed Plan (2015) to Scottish Ministers and the subsequent examination process. It also provides an update on progress against the Project Plan (as approved at project inception in 2012). This remains on schedule with submission expected on 7 June 2016. In addition, the DPS sets out the details for the commencement of project planning for the third Strategic Development Plan and associated work.

2.5 During 2015/16 TAYplan's work focused on the Proposed Plan (2015) period for representations which ran for 8 weeks from May to July 2015. 564 representations were received. The summer and autumn were spent carrying out the detailed consideration of all the issues raised in the representations.

2.6 The issues were then grouped into 32 Schedule 4s (also known as Summaries of Unresolved Issues). These grouped representations raising similar issues together, listing who commented, summarising their representations, identifying the changes they sought and setting out TAYplan's response.

2.7 The Schedule 4s and all supporting material were signed-off by the TAYplan Joint Committee on 18 February 2016 for submission to Scottish Ministers by 8 June 2016.
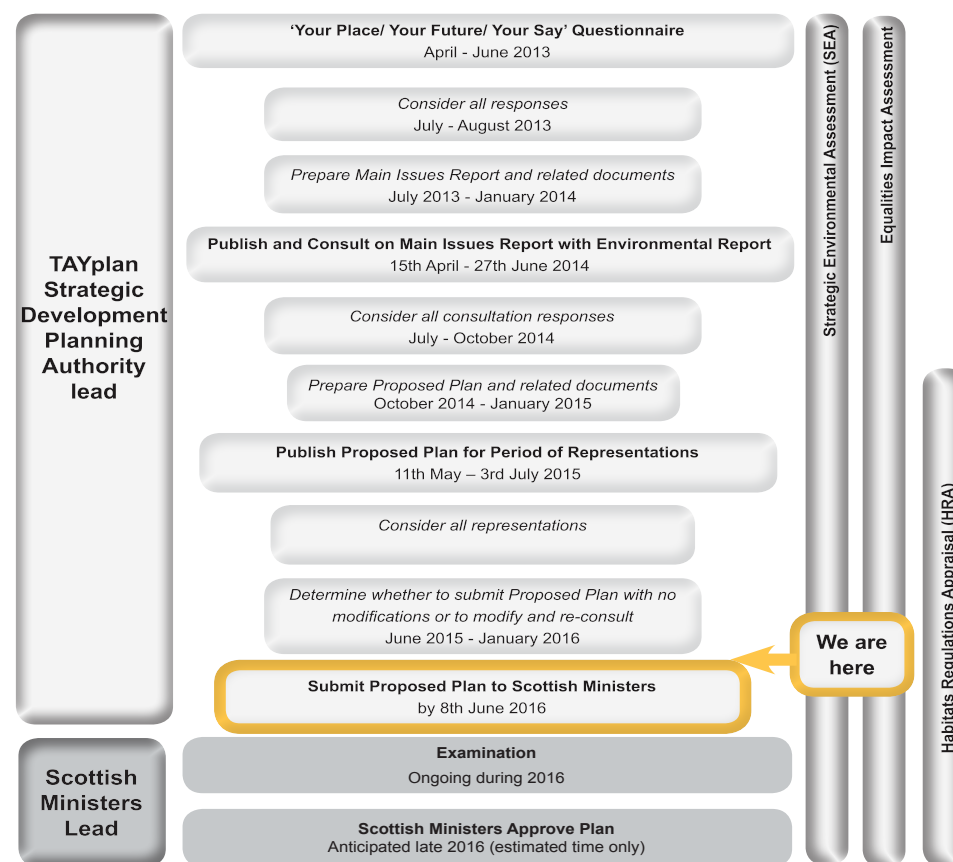

Figure 1 : Development Plan Scheme Process Diagram

2.8   This reporting year has therefore seen the completion of all work necessary for submission of the Proposed Plan in accordance with the statutory requirements/deadline. The following national headline indicators are relevant to the TAYplan Strategic Development Plan Authority:

Key outcomes	2015-16	2014-15
Development Planning:		
• age of local/strategic development plan(s) (years and months) at end of reporting period *Requirement: less than 5 years*	**Yes**	**Yes**
• Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N)	**Yes**	**Yes**
• 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***
• Were development plan scheme engagement/ consultation commitments met during the year? (Y/N)	**Yes**	**Yes**

*The Proposed Plan is on schedule to be submitted to Scottish Minister as set out in the Development Plan Scheme and the Project Plan.

2.9   The approved TAYplan Strategic Development Plan (2012) is less than 5 years old and the Approved Plan (2012) is on schedule to be replaced by the second Strategic Development Plan for the area in accordance with the project plan and within the 5 year timeframe (dependent on Ministerial approval dates) (Performance Markers 7 and 8).

2.10   In early 2015 the Proposed Plan was approved by the TAYplan Joint Committee and period of representations carried out in spring and early summer. The issues raised have now been considered and no proposed changes to the Proposed Plan are intended prior to submission. The Schedule 4s have been prepared covering all the issues raised and are ready for submisson to Scottish Ministers for Examination along with the Proposed Plan.

2.11   The submission of the Proposed Strategic Development Plan (2015) to Scottish Ministers is on schedule to take place by 8 June 2016. All project management activity and work during 2015/16 (and before) has been geared to this date. Although it is outwith this reporting year the Proposed Plan (2015) should be submitted to Scottish Ministers on 7 June 2016. This should allow Scottish Ministers to appoint independent reporters to examine the plan, make recommendations and allow approval within the 5 year timeframe for preparing the second Strategic Development Plan.

▶ **2011/12** Age of Strategic Development Plan

Development Plan Scheme: on track ✔

▶ **2012/13** Age of Strategic Development Plan `1 year`

Development Plan Scheme: on track ✔

▶ **2013/14** Age of Strategic Development Plan `2 years`

Development Plan Scheme: on track ✔

▶ **2014/15** Age of Strategic Development Plan `3 years`

Development Plan Scheme: on track ✔

▶ **2015/16** Age of Strategic Development Plan `4 years`

Development Plan Scheme: on track ✔

Programmed submission by 8 June 2016 (within 4 years of approval of current Strategic Development Plan.

Figure 2: Performance Indicators

2.12   All engagement/consultation commitments set out in the Development Plan Scheme (March 2015) participation statement have been met. These are detailed in the Report of Conformity with the Participation Statement (LINK). This has also been submitted to Scottish Ministers alongside the Proposed Plan (2015).

Figure 3: Lifetime Communities taken from the TAYplan Proposed Strategic Development Plan (2015)

Source: TAYplan Proposed Plan (2015)

2.13   TAYplan continues to learn from previous work to develop and improve the processes and outputs to deliver continued high quality to help achieve our outcomes. Looking ahead TAYplan seeks to submit its Proposed Plan within approved timescales together with continually improving - in particular considering the actions arising from the 2014 and subsequent 2015 Customer Surveys. TAYplan also seeks to continue its now established relationships with councils, government agencies and academic institutions to initiate and progress research and project planning for the third Strategic Development Plan.

Quality of Outcomes

2.14   Emphasis on quality of place is at the core of TAYplan, which is now achieving results on the ground through the first round of Local Development Plans (LDPs). The Proposed Plan (2015) continues with the same vision as the approved TAYplan (2012). This focuses on quality of life and is based on the visions set out in the Single Outcome Agreements and Community Plans covering each of the constituent councils. This has continued to build a strong link to the broader community planning agenda, reflecting the need for development plans to be a key delivery tool. Case Study 4 demonstrates some of the efforts being made to strengthen relationships with community planning partnerships (Performance Markers 6, 12 and 13).

2.15   The Proposed Strategic Development Plan (2015) develops the health theme more strongly in relation to place quality. It was young people who told us about their strong views on healthy lifestyles which TAYplan incorporated into the Proposed Plan (2015). This was also of particular interest to those putting together Scotland's exhibition for the Venice Biennale (Case Study 1). This has helped build stronger relationships with the NHS (See Case Study 4) including how the location, design and layout of development and places can enable people to live sustainable and healthy lives, including the lifetime communities concept (Figure 3). 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).

2.16   The policy approach also ensures that development location avoids risk and considers future factors such as climate change; including the potential impacts of adapting to hotter summers and wetter winters. There has also been a strong recognition of the role that place quality plays in economic competitiveness. This makes the link between development quality and being open for business.

2.17   The period for representations on the Proposed Strategic Development Plan (2015) shows continued support for the vision and those policies with a focus on place quality (see respective Schedule 4s - 001 Vision, 007 Energy consumption, 008 Place Shaping). This suggests there is little disagreement on the principles which underpin the Proposed Plan (2015).

Quality of Service and Engagement

2.18   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 an end in itself (optimse rather than maximise). The Proposed Plan (2015) continues the strong emphasis on better health, sustainable economic growth, living within the Earth's environmental limits and high quality places as four mutually reinforcing outcomes necessary for a better quality of life. This is also about showing we are open for business since these factors help underpin competitiveness.

2.19   The Proposed Plan (2015) provides 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.

2.20   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 (see Updated Action Programme 2016). Considerable work has also gone into the style and presentation of the Action Programme to make it easier to use. This was well received during the period for representations when the Proposed Action Programme (2015) was published for comment alongside the Proposed Plan (2015). Comments were received from around 25 people/organisations. TAYplan used these to improve and update the document.

2.21   Updates to the Action Programme were made during late 2015 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 update was agreed by the Joint Committee on 18 February 2016 to meet the requirement to update every two years (Link to Committee Report and Link to Document). The content of this document also formed the Proposed Action Programme (2016) which will be submitted to Scottish Ministers alongside the Proposed Plan (Performance Markers 6, 12 and 13).

2.22   During 2015/16 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 developement 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 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)

2.23   TAYplan has a strong ethos of respectful partnership working and strives to deliver meaningful engagement. The 2015/16 reporting year has provided the opportunity to put into practice many of the lessons learned from previous engagement; including feedback from our first customer survey held during 2014. These lessons were built into the Proposed Plan (2015), supporting documents and the programme of activity for the period for representations.

2.24   For example the 2014 customer survey showed support for opportunities to engage through specific information events and so these were run during the period for representations. This was an opportunity to meet with people and discuss issues of interest to them. Similarly the involvement of young people was well regarded (See Case Study 1) (Performance Markers 6).

2.25   We also used previously learned graphics and journalism skills to develop leaflets (Link) and helpful ways of presenting information. This included changes to make our website and response portal (provided by Objective for TAYplan - Link) easier to use (Performance Markers 6).

2.26   Much of the close engagement work with government agencies, councils and other bodies took place during the last reporting year in advance of publishing the proposed plan. However these organisations all had the opportunity to formally comment during the period for representations. Many were also involved in preparing the Action Programme Update (2016) (see above).

2.27   During 2015/16 TAYplan has also forged stronger relationships with some existing partners such as NHS Tayside and Scottish Natural Heritage; and also with new ones, such as Chambers of Commerce and Community Planning Partnerships. These are covered in Case Study 4. The work with these organisations is important in preparing more detailed work over the coming months that will inform the third Strategic Develoment Plan (Performance Markers 6, 12 and 13).

2.28   TAYplan's strong ethos of partnership working and engagement is partly driven by but also informs the project plan. TAYplan used PRINCE2 project management techniques to develop the project plan including a

Figure 4 : Schedule of key meetings

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

programme of key meetings (Figure 4). This was prepared well in advance and enabled constituent councils and Key Stakeholders (15 Key Agencies) to work in partnership with TAYplan.

2.29   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) is shown to illustrate the 2015/16 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).

2.30   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 (Figure 5). Our programme of engagement during 2015 (*see Development Plan Scheme March 2015*) centres around a variety of communications techniques designed to encourage those with an interest in the area e.g. members of the public, businesses, young people and key organisations have the opportunity to have their say.

2.31   As noted above the learned lessons from the equivalent stage in 2011 and more recent activity in 2013 and 2014 have been applied to material during 2015 including:

• Statutory Advertisements in Newspapers and Tell Me Scotland;

• News Releases;

• Twitter;

• Blogs;

• Regular emails to the customer database;

• Posters/ Leaflets including a Quick Guide leaflet;

• Regular website use;

• Community drop-in events; and,

• Static Displays.

Figure 5 : Vision page from Proposed Plan (2015)
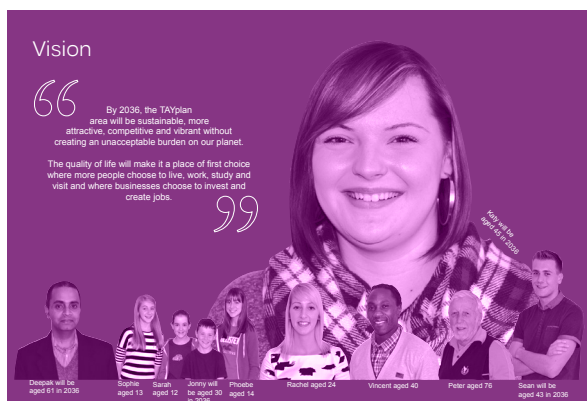
2.32   Over the last year TAYplan has used its website to direct users to specific content for example the online consultation portal (Link) for the period for representations (provided for TAYplan by Objective). For the period of Representations during 2015 the content of webpages was designed to direct users quickly to where they needed to go. As part of our own skills development we moved from rudimentary graphics (for hero boxes) to more visually appealing material. The journalism training undertaken in the last reporting year was used to help better shape news articles and leaflets. Similarly the use of social media was timed in conjunction with wider press releases and to publicise the numerous events taking place during the period for representations. We also regularly emailed our customer database to remind them of events and as we neared the closing dates for comments. Subsequent examination of google analytics (Figure 6) reports spikes in internet traffic through the TAYplan website and portal at all these points (Performance Markers 6).

Figure 6: Google Analytics overview of visits to the TAYplan Consultation Portal during the period for representations on the Proposed Plan
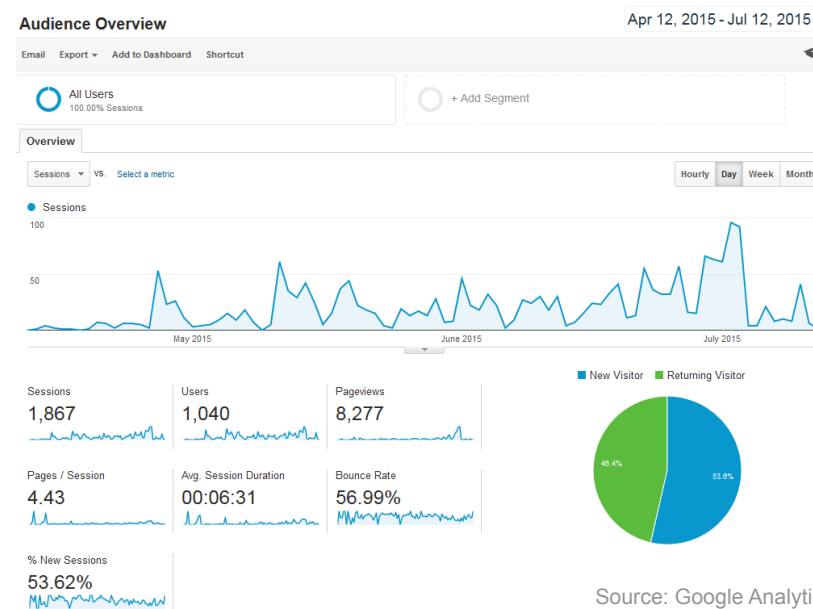
2.33   Learning from the 2014 customer survey we also worked hard to communicate after the period for representations closed so that all customers (including those who had responded) were aware of what was happening and future timescales. This also maintained customer interest as we reached the October 2015 and February 2016 joint committees. Again at both points there was a spike in website activity (Performance Markers 6).

2.34   In August 2015, following the period for representations, TAYplan ran its second customer survey. This was intended to seek views whilst the period for representations was still fresh in people's minds. The results were reported to the TAYplan Joint Committee in October 2015 (Report).

2.35   Some of the key findings reinforced previous feedback from the first customer survey in 2014. Critical to this were matters relating to the clarity of written documents. A good example is the background topic papers which were designed to provide people with an understanding of how research became policy. Some respondents found these documents very technical and difficult to follow. With hindsight there are some subjects which may have been better considered alone in their own topic paper e.g. Town Centres. Further thought has been given to this during 2015/16 reflecting an improvement commitment to evaluate topic papers. The next plan review will provide the opportunities to put these into practice (Performance Markers 6).

2.36   Case Study 3 describes the work on Schedule 4s which required rigourous project planning and careful thinking to ensure that fundamental details were covered including the lessons learned from previous exercises. This exercise ensured that the process of involving people and understanding their views was run smoothly and did not get in the way of understanding what those views were and responding (Performance Markers 6, 12 and 13).

2.37   TAYplan has shared its experience and knowledge with other Planning Authorities through joint training events. These include the graphics training in October 2015 with Bally Meeda from Urban Graphics; described in more detail in case study 2. TAYplan officers also participated in the Scottish Government's Drawing Places (Oct 2015) training and the subsequent Design Symposium (Nov 2015) held in Arbroath.

2.38   TAYplan has presented at several conferences/seminars over the past year including the UK Royal Town Planning Institute Planning Convention (2015) in London (Figure 7) and participated in a webinar for the Commonwealth Association of Planning (Sept 2015). TAYplan also hosted a meeting with RTPI president for 2015 Janet Askew, inviting practicing planners from across the TAYplan region (Performance Markers 6, 12 and 13).

2.39   Wherever possible, TAYplan promotes its work through articles, twitter (Link) and blogs (Link). Regular press releases (21) and blogs (5) are made to help people engage and better understand what TAYplan does and how they can get involved (Figure 8). The period for representations on the Proposed Plan (2015) showed that the document was easy to read and generally well received.

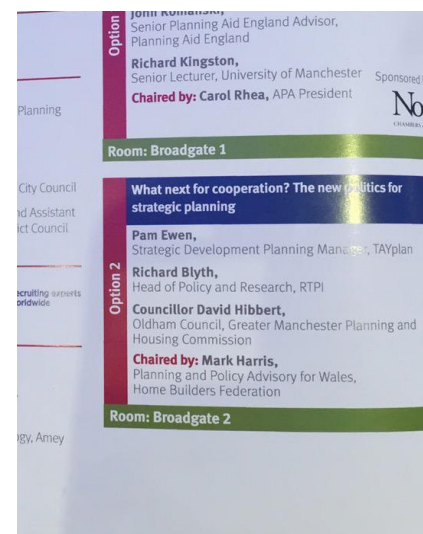Figure 7: UK RTPI Planning Convention Programme - July 2015

Figure 8: TAYplan Blogsite

Source: Wordpress

2.40   Our use of twitter has provided strong marketing and regular information to our growing number of followers. At the time of the last PPF TAYplan reported having 715 followers, it now has over 840 (Figure 9). TAYplan also set up a blog site in May 2015 (Figure 8) to help people to better understand the planning process and what we do. This continues to be updated over the year (Link).

2.41   TAYplan also continues to use the Development Plan Scheme (Link) and quarterly newsletters (Link) to advise interested parties about when they can become involved and how. This includes newsletters (Link) and emails prior to and following the February 2016 joint committee to advise of the process for submission and to assist people to navigate the variety of material to find out what they want to know. TAYplan also stopped using radio advertising in 2015 as customer feedback showed this not to be effective and instead that twitter and direct emails were more effective (Performance Markers 6).

Figure 9: TAYplan Twitter homepage

Source: Twitter

Governance

TAYplan Team

2.42   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

2.43   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 2015/16 period meetings were held in October 2015 and February 2016 (http://www.tayplan-sdpa.gov.uk/jointcommittee).

2.44   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.

2.45   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.

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

2.47   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.

2.48   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.

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.

2.49   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. 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.

2.50   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.

2.51   Case Study 3 describes how lessons learned at previous stages helped to make the process of considering representations lean and

proportionate. This provided strong confidence to the councils, the TAYplan Board and the Joint Committee in order to carry out their governance functions in a timely and appropriate manner to achieve the statutory deadline for plan submission (Performance Markers 6, 12 and 13).

Culture of continuous improvement

2.52   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 applying the lessons learned from earlier stages and from other organisations.

2.53   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).

2.54   During the year 2015/16 the focus has been on the Proposed Plan (2015) period for representations and subsequent analysis and preparation for submission. This has benefited from the activities involving close partnership working and sharing of good practice and knowledge in the preceding years. This work was acknowledged when the TAYplan Proposed Plan (2015) won a Scottish Quality in Planning Award in November 2015 (Figure 10 overleaf). This award symbolises the hard work of the team, councils, elected members and those in partner organisations who supported our work (Performance Markers 6, 12 and 13).

2.55   During this year the focus has also been on putting into practice lessons learned from previous years. Case Study 3 describes the work for analysis of representations made on the Proposed Plan and preparation of Schedule 4s. This demonstrates how previous experience of both good practice and areas for improvement came together to deliver a better outcome and making an important process lean (Performance Marker 6).

2.56   Case studies 2 and 4 respectively describe continued partnership working and joint training activity to promote knowledge, build new relationships and prepare for the next Strategic Development Plan review. Case Studies 2 and 4 also show that continually striving for improvement can build capacity and expertise. These further demonstrate the work of maintaining and enhancing the foundations necessary for the forthcoming years.

2.57   Staff training is on-going throughout the year. In 2015/16 this included a range of on the job training, courses relating to writing and preparing blogs, recruitment and selection, drawing places and a variety of conferences including joint hosting of the Royal Town Planning Institute Scotland Annual Conference in September 2015. There was also in-house training on infographics, GIS and MS Excel to share knowledge and expertise within the team.

Figure 10 : Scottish Awards for Quality in Planning - November 2015

left to right Nick Smith (Senior Planner), Cllr Lesley Laird (TAYplan Convenor 2015), Cabinet Secretary Alec Neil MSP and Lorna Sim (Planner)

2.58   In addition a number of workshops were held which provided training for TAYplan staff, colleagues from the constituent Councils and Key Stakeholder organisations. Case Study 2 describes a joint training and skills decemination day with a focus on graphics and story boarding. This joint experience went on to influence ongoing thinking within TAYplan regarding the project planning of material for the third Strategic Development Plan and influenced some of the Main Issues Reports for the constituent councils.

2.59   TAYplan has also been invited to be a critical friend for a fellow SDPA to share learning and experiences from the the equivalent stage in plan perparation and diseminate knowledge. We have also promoted our work to the NHS Tayside Senior Leadership Board and to Scottish Natural Heritage. Case Study 2 shows how these provided opportunities to explain what the Strategic Development Plan is and what it does. It also gave TAYplan the opportunity to understand more clearly the roles of other organisations who contribute to delivering the Plan (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.

Evidence

2.60   Much of the evidence to support TAYplan's performance during 2015/16 is documented above. 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 (Report from October 2015 and Report from February 2016)

• Youth Camp 2015 Summary (June 2015) - Link to report

• TAYplan Newsletter (February 2016) - Link to document

• Scottish Quality in Planning Awards (2015) for the Proposed Plan (2015).

• TAYplan's Proposed Plan and related documents suite (May 2015) (www.tayplan-sdpa.gov.uk/tayplan2015)

• Publication of blogs (https://tayplan.wordpress.com)

• Selected case studies (following section)

Supporting Evidence - Case Studies

CASE STUDY 1: WORKING WITH YOUNG PEOPLE

3.1   TAYplan has been working with young people for several years and the 2015/16 reporting year has seen this continue.

3.2   When preparing the first Strategic Development Plan TAYplan engaged with young people from four schools across the TAYplan area. Since then stronger working relationships have been built with these and other schools. It was clear that engagement exercises brought adults of an older demographic to events and that if we wanted the next generation to have a say in their own future we would need to go to them. Much of this activity has been reported in previous Planning Performance Frameworks.

3.3   During 2015 TAYplan worked with the University of Dundee and PAS to run school visits and engaged with over 900 young people, assisting them to better understand place and planning in a way that is easily digestible and interesting to them. For some of these young people, this may have been the only opportunity they get to hear about planning and how they can influence their place. The activities included role play and discussion - encouraging them to get involved, ask questions and teach us more about their views of their area.

3.4   Following the school visits TAYplan and the University of Dundee held the Youth Camp in June 2015. The use of the Minecraft computer game provided an excellent tool in which to engage young people and to develop their spatial awareness of place and the implications of changing that place. Using Dundee Waterfront as a real life place also helped raise the awareness of the area's largest regeneration project. A demonstration of the Minecraft software was given at the school visits, with each school given unique login details for the young people to familiarise themselves with it, prior to the Youth Camp (Figure 11). The event was a great success.

3.5   Subsequently, during late 2015 and early 2016, TAYplan, the 4 constituent local authorities and the University of Dundee have begun work in organising a June 2016 Youth Camp. This builds on the successes of the event during 2015 and invovles 10 schools from across the TAYplan area. 4 places are available to each school at the Youth Camp. As before there have been school visits to engage and build interest.

3.6   Even though there are no formal TAYplan consultations during 2016 it has been important to maintain relationships with schools and forge new ones to engage with those who previously were not involved. The constituent councils have also been closely involved to build their own relationships and gain from the schools' interest in order to support future Local Development Plan work as well. This year's Youth Camp will take place on the 16 June 2016. (see news article)

3.7   In recognition of its work with young people TAYplan has been invited to contribute to Scotland's exhibition at the Venice Architectural Biennale (May 2016). This will show case work from across Scotland including the TAYplan and the University of Dundee work with young people during the 2015 Youth Camp programme (above). The organisers were interested in how the youth camp focused on engaging with young people to understand how places work and realising the need to respond to people's changing needs over time. The work recognised that schools are a great source of enthusiasm. Read more about our contribution on TAYplan's blog https://tayplan.wordpress.com/

Figure 11: Images from the Youth Camp 2015

Left - Minecraft models
Right - Young People working on Minecraft models

CASE STUDY 2: GRAPHICS AND PRESENTING INFORMATION

3.8   For some years TAYplan has been building in-house capacity to work grahpically and to think about how documents are structured and presented so that they are easy to read and engage with. Previous Planning Performance Frameworks have recorded training and capacity building exercises and the use of Adobe InDesign. The 2015/16 year has seen the culmination of this work and its publication through the Proposed Plan (2015) suite (see www.tayplan-sdpa.gov.uk/publications).

3.9   TAYplan submitted the Proposed Strategic Development Plan (2015) for a Scottish Award for Quality in Planning. Following a panel interview and questions/answers session TAYplan was shortlisted. The award was presented by Cabinet Secrectary Alec Neil MSP at a ceremony in Edinburgh held in November 2015. The award was for development plans and recognised the strong graphic content of the document and in particular how this had been transformed from the previous document.

3.10   After the Proposed Plan period for representations closed on 3rd July 2015 TAYplan undertook its second customer survey. The results of this were reported to the TAYplan Joint Committee in October 2015 (Link). This was timed so that the period for representations was still fresh in people's minds. The feedback was helpful and corroberated conclusions from the first customer survey a year earlier. In particular the technical nature of topic papers and other background material was challenging to some.

3.11   TAYplan had already been thinking about this but it made clear that in future simpler presentation would be required for the technical information. The topic papers had always been considered helpful ways of presenting numerous research and consultation findings together. However, one of the key lessons is that perhaps shorter and sharper topic papers may be best in future. Further experience of story boarding and other techniques has built greater confidence over the last year and this will assist in the project planning and broader thinking ahead of the third strategic development plan.

3.12   During September 2015 TAYplan and the four councils jointly hosted the RTPI Scotland Annual Conference in Dundee showcasing the area. Amongst the discussion focused on 'making it happen' was a section on

graphic communication run by Bally Meeda from Urban Graphics. TAYplan took advantage of this and invited Bally Meeda to run a training session the following day with invitations to the constituent councils and Architecture + Design Scotland (Figure 12). The session built on previous experience and focussed on a critique of LDPs to provide assistance to those councils currently preparing plans. Some of the techniques from this have already been deployed in emerging Main Issues Reports/Proposed Plans. This allowed both the development of new skills but also the sharing of ideas and experiences to benefit from a richer understanding.

3.13   Similarly the TAYplan team has further built up its own experience and capacity to examine the structure of documents to communicate key messages. This also builds on journalism training in 2014.

3.14   During early 2016 TAYplan has been exploring various infographics packages to assist with document production and other material. This is hoped to assist with topic papers, the monitoring statement and other technical material to help translate the complex so it is easier to understand and digest. This was covered by the areas for improvement in our last Planning Performance Framework and will be vital in preparing for and undertaking the preparation of the next Strategic Development Plan.

Figure 12: Left - Graphics Training will Bally Meeda from Urban Graphics (October 2015) and right - ideas at the Design Symposium run by Architecture and Design Scotland (October 2015)
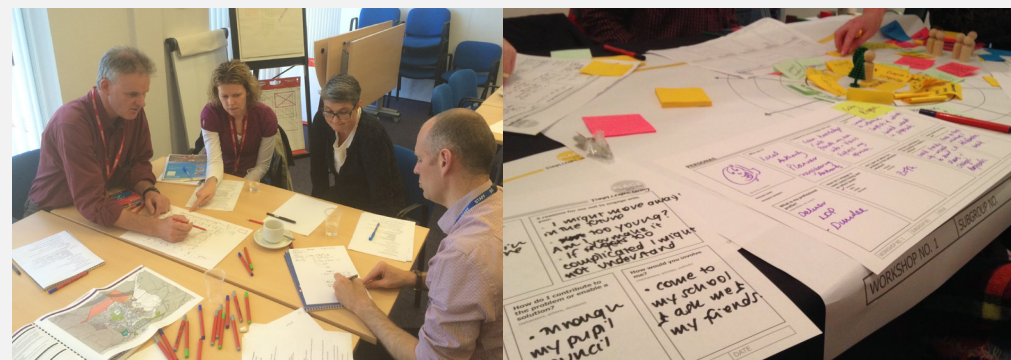
CASE STUDY 3: ANALYSING REPRESENTATIONS ON THE PROPOSED STRATEGIC DEVELOPMENT PLAN (2015)

3.15   The period for representations closed on 3rd July 2015. TAYplan received over 560 representations from more than 120 different individuals/ organisations. Significant operational planning for this phase had taken place in the preceding months (including in the last reporting year). This work was one of the main activities during the year 2015/16.

3.16   The majority of representations were made using the online system (provided for TAYplan by Objective). During the final days of the period for representations all paper and email representations were entered into this system. This meant that within three days of the period for representations finishing all representations were logged and entered into a single electronic database.

3.17   TAYplan had learned important lessons from the equivalent stage in 2011, itself strongly electronic, and we wanted to make a bigger shift so that the computer did more of the work. During the last reporting year TAYplan analysed the comments on the Main Issues Report (2014) consultation. To do this we used the Schedule 4 process. This provided a helpful test run for the electronic systems.

3.18   This provided the confidence during 2015 that the necessary electronic structures and systems could work. We built these during spring 2015 including template spreadsheets. In early July we exported the pre-sorted representations from Objective into the respective spreadsheet templates. During 2011 this took three weeks of inputting – during 2015 it took three hours. As a result each officer was given several spreadsheets – each relating to a policy area of the Proposed Plan.

3.19   Following detailed briefing and mock run throughs the team were able to sift through all pre-categorised representations to ensure they were in the right place. They then began summarising the key points and draft responses using the spreadsheet. Once complete representations were quickly sorted into groupings of similar issues. These eventually became the Schedule 4s. This allowed the manager and officers to qucikly see how many issues were emerging, swap any wrongly categorised issues and agree the sumaries and

draft responses.

3.20   Further use of formatting in MS Excel enabled us to export the names, summaries, sought changes and draft responses straight into the Schedule 4 templates in MS Word. This removed the need for more time consuming formatting in MS Word and brought a speed and accuracy far superior to our approach at the equivalent stage in 2011. This approach also made quality checking and error tracing far simpler.

3.21   The process of preparing Schedule 4s is a means to an end rather than the end in itself. Our approach of building the representation response form around the Schedule 4 headings was successful first time around in 2011 and was reused. However, combined with the additional work described above it provided a way to follow due process without that process itself taking centre stage. We also learned from the previous stage in 2011 to have more but shorter Schedule 4s. In 2011 we had 24 in 2015 we had 32. It is hoped that this will make them more understandable, particularly for complex, inter-related issues.

3.22   Time taken was also further reduced following our early discussions with DPEA who agreed to work on an electronic library. This gave us time and cost savings compared with 2011 as we no longer needed print documents and provide repetitive plan and national policy extracts.

Figure 13: Discussing views at the Dundee Community Drop-In Event (Wellgate Central Library - 3 June 2015) held as part of the Period for Representations

CASE STUDY 4 OUTCOMES AND PARTNERSHIPS

3.23 Respectful partnership working has been at the heart of TAYplan's ethos since we were established in 2008. Previous Planning Performance Frameworks have reported on the relative successes of this including speaking at conferences and workshops, joint training and various engagement activities throughout the plan making process.

3.24 The 2015/16 reporting year began with the output of that activity – the Proposed Plan (2015) period for representations. During this time we ran information events to help interested parties understand what the Proposed Plan said, why, and how they could respond. This is arguably the most important part of preparing a plan because we are explaining the proposed plan to the people it is designed to benefit.

3.25 During the year we have also continued to work closely with our councils and key agency partners and begun to build new relationships.

3.26 In later 2015 we met with the Perth & Kinross Community Planning Partnership and took part in separate workshops with them. This increased their awareness of our activities and our's of theirs – both are interested in planning. Meetings are planned with the Community Planning Partnerships for the other three council areas over the next reporting year. Contact has also been made with the Chambers of Commerce including a presentation to the Perth & Kinross Chamber of Commerce in 2015. Equivalent work will be progressed with the other two chambers in the coming months.

3.27 Part of this engagement is to sow the seeds of interest ahead of preparing the third Strategic Development Plan so that this can inform the scope and analysis of any intellegence gathering exercise. The four councils are also engaging with these bodies as part of the City Deal bid and therefore both activities present opportunities to focus around something tangeble. These relationships will be developed over the coming months.

3.28 TAYplan has also been active with the key stakeholders presenting to the NHS Tayside Strategic Leadership Board (May 2015) and to the Scottish Natural Heritage (Nov 2015) annual meeting of its coastal ecologists. In both we explained our role, talked through the relevant emerging policies and issues from the Proposed Strategic Development Plan (2015) and took questions. Both offered the opportunity to explore different points of view and build deeper, longer term relationships for future work.

3.29 The meeting with Scottish Natural Heritage was the first step in Action Programme (2016) (Link) commitment to explore the conclusions of the National Coastal Change Assessment – being led by SNH - and to commence thinking about the link up of marine and terrestrial planning.

3.30 TAYplan have also worked closely with Tactran, the Tay Landscape Partnership and Scottish Natural Heritage in looking at the delivery of key aspects of the Green Network Strategy set out in the Proposed Plan (2015) and Proposed Action Programme (2015). This work looked to access funding from Scottish Natural Heritage and from Tactran's Community Links fund to complete gaps in the Tay Green Network.

3.31 More recently TAYplan has acted as a critical friend in support of work for other SDPAs. This was a way sharing our experience of the equivalent stage in plan preparation but also provided the opportunity to see the exercise from the point of view of another area.

Figure 14: left - Scotland's four SDPAs sharing good practice in August 2015; and, right - Members of the TAYplan family of councils and government agencies working together

Service Improvements

Service Improvements for the next reporting year (2016/17)

4.1   In the coming year (2016/17) we will:

- 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.

- 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.

- Consider the outcomes of the planning review and implement the appropriate structures and arrangements to support its delivery once finalised by Scottish Ministers.

- 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.

4.2   These improvements will be implemented through the project planning for and subsequent review to prepare the third Strategic Development Plan.

Actions to deliver Service Improvements during this reporting year (2015/16)

Delivery of our service improvement actions in 2015-16:

Committed improvements and actions	Complete?
Undertake a second customer survey to continue to understand whether TAYplan is meeting customer needs and gain a better understanding of their expectations. This will run immediately after the Proposed Plan period for representations.	*YES*
• *The customer survey ran during July/August 2015 and the feedback was communicated with the Steering Group, Board and Key Stakeholders. A report was presented to the TAYplan Joint Committee in October (2015) (*Link*).* • *The feedback was helpful in positively reinforcing some of the approaches TAYplan had used. It also reflected many of the conclusions from the first customer survey.* • *Critical issues remain communicating with a wide-range of audiences from the technical to the non-technical. There remain challenges in translating technical information into an easily understandable format.* • *The next reporting year will present opportunities to put this into practice along with other related lessons we have learned.*	

Committed improvements and actions	Complete?
Re-evaluate the Monitoring Statement and particularly its current heavy emphasis on outcomes by seeking to rebalance this in favour of a style and indicators which are more closely aligned to the Plan. • *This desk top exercise was partly informed by the customer survey and wider analysis of techniques for presenting information such as infographics.* • *The current monitoring statement is strongly outcomes focused which can make it difficult to link directly to the plan and is very heavily dominated by graphs and other visuals in strong colours.* • *Skills learned in graphics training and the use of infographics packages present opportunities to develop new ideas in the coming year that will inform the next Monitoring statement – due in 2018.*	*YES*
Critique and learn lessons from the structure of Topic Papers and other background material and research to improve the style and ease of understanding for users. This will include use of the storyboarding technique. • *This desk top exercise relates strongly to customer survey in how the papers deal with technical and/or complex information.* • *Their prime aim is to make things easy to understand. However, during 2014 we reduced the number to four and each is lengthy which limits the easy readability compared with the 2011 topic papers.* • *More, shorter topic papers in future together with a strong focus on summarising technical information contained in discrete studies and papers appears to offer the simplest approach. This will be reinforced by new skills in writing and graphics. The next reporting year (and subsequent years) will bring the opportunity to put this thinking into practice.*	*YES*

Committed improvements and actions	Complete?
Examine options and make recommendations for a new and more financially sustainable model for running TAYplan SDPA as a business in response to experience and financial pressures on local government. • *This work was prompted by a strategic need and the opportunities opened when the TAYplan manager moved jobs leaving the post vacant (see next section).* • *The TAYplan board considered the financial opportunities that this presented. However, the timing of the planning review has meant the need await the recommendations and subsequent decisions of Scottish Ministers before deciding the final course of action.* • *It is hoped that there will be clarity in the early part of the next reporting year to enable the appropriate measures to be put in place.*	*ONGOING*
Develop relationships with Community Planning Partnerships and Chambers of Commerce to draw on the important opportunities that strategic planning can bring to those agendas. • *All Community Planning Partnerships and Chambers of Commerce were contacted during 2015 and 2016. The timing of their meetings and agendas has not made it possible to meet with all of these organisations during the current reporting year.* • *TAYplan has met with the Perth Chamber of Commerce and the Perth & Kinross Community Planning Partnership in 2015. Having established these relationships these will be fostered over the coming year.* • *Similarly it is hoped that discussions can take place with the remaining Chambers of Commerce and Community Planning Partnerships in the next reporting year.*	*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, Perth & Kinross).

WORKFORCE AND FINANCIAL INFORMATION

Our workforce

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.

Temporary change in arrangements during 2015/16 reporting year

6.2 One of the imrpovement commitments made in the last reporting year was to look at a more financially sustainable model for running TAYplan. When the TAYplan Manager moved to a new job in September 2015 the TAYplan Board agreed to put in place an interim manager for one year 2 days a week. This was possible because much of the work on the Schedule 4s had progressed well and the remainder of the year would focus on completing this work, submission and the commencement of early thinking for the third Strategic Development Plan and any early examination work.

6.3 This also presented opportunities to consider the outputs of the Scottish Government's planning review which is expected to report in May 2016.

6.4 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 2016. Financial information should relate to the full financial year.

		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	1
50 and over	

Our budget

6.5   TAYplan is funded equally by the four constituent councils each providing an income of £240,000 (£60,000 each) for 2015-16. From April 1st 2016 the contributions will reduce to £51,000 per authority giving a total budget of £204,000 per year.

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

TAYplan Financial management

6.7   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 2014/15 (Link). The audit of the 2015/16 accounts will complete in 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	240,000	170,000	49,000	
Enforcement				
Other				
TOTAL	240,000		49,000	

Notes:

* 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.

**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.

Note: Direct Costs include the full funding of the SDPA Manager post

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

TAYplan SDPA Strategic Devt Plan Project Risk Log **Updated Jan 2016**

Risk Categories	Risk Owner	Probability/Impact Rating	Change Since last	Status
1 Political 2 Economic or Financial 3 Social 4 Technical or Operational 5 Environmental 6 Legal	M = SDPA Manager B = Board JC = Joint Committee	5 = Very High 4 = High 3 = Medium 2 = Low 1 = Very Low	N = New C = Current	O = Outstanding A = Actioned P = Past

Number	Category	Risk Name	Description	Risk Owner	Risk Impact/Summary	Probability	Raw Risk Impact	Risk Score	Change since last log	Status	
1	Technical	Change in Requirements	New or amended legislation results in new requirements	M	Re-work the Project Plan	1	3	3	Current	P	Close liaison with
2	Technical	Governance	There will be a lack of leadership to achieve the desired outcome	B	Affect the priority each Council will allocate to this - failure to deliver quality product on time & budget	1	3	3	Current	P	Monitor through with partners and collaborative lead effective. Briefing Councils importa
3	Technical	Stakeholders	Lack of continued buy-in from Key public Sector Stakeholders	M	Plan is not implementable	1	3	3	Current	P	Maintaining effect in. Regular meet communication. integrated with th date.
4	Technical	Private Sector Stakeholders	Lack of support for			1	3	3	Current	P	Early engagement throughout proce Homes for Scotla and Scottish Ren
5	Technical	quality product on time & budget				1	3	3	Current		com community counc comments made consideration. effective. Councils impo
6			Plan is not implementable			1	3	3	Current	P	No legal challeng proposed Plan an tial risk ider St Andre Maintaining effecti exa min in. Regular meetings communication. Ensur integrated with the proj date.
			Significant modifications by Ministers			2	3	6	Current	P	Early engagement wi throughout process of stud e of Tem Homes for Scotl st planning a and Scottish proved. Discussions ongo issues around win dealt with in Sche
12	Political		Significant modifications by Ministers			2	3	6	Current	P	Ea O Additional meetin investigated to m of councils. Spec for such an even Government rega much material in
13	Technical	Potentially Delayed submission impact on SDP3 timetable	The time used to resource the amended proposed plan means this same time and resource cannot be used to progress early work for SDP3 with a subsequent impact on the preparation of SDP3. This risk is only apparent in the eventuality that Risk number 12 arises.	M	Team resource diverted from SDP3 preparation work for approximately 6 to 9 months.	1	5	5	New	O	Time reductions timetable since it would be available be some opportu project planning t
14	Technical	Resources to support Amendments to Proposed Plan.	Additional resources may be needed to support and proposed plan amendments under Risk 12. The exact nature of this will depend on the modifications sought.	M	Current team resources may be insufficient to support amendment process and subsequent reps period and analysis. Miss 8 June 2016 submission deadline.	1	5	5	New	O	Provide additiona communications cover modificatio

File: TAYplan SDP Risk Log v18_Jan2016   Page 1

Appendix 2: Partnership Working

Key Stakeholders 2014-15

Steering Group and TAYplan Board

Appendix 3: TAYplan Joint Committee

Elected Councillors serving on TAYplan Joint Committee 2015-16

Cllr Tom Gray
Scottish National Party
Convenor 2016

Cllr John Kellas
Scottish National Party

Cllr Alan Livingstone
Conservative Party

Cllr Rob Murray
Scottish National Party
Vice-Convenor 2016

Cllr Mairi Evans
Scottish National Party

Cllr Bob Myles
Independent

Cllr Will Dawson
Scottish National Party

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

Rotational arrangements for convenor-ship of TAYplan

	Convenor	Vice-Convenor
2015	Fife Council	Perth & Kinross Council
2016	Perth & Kinross Council	Angus Council
2017	Angus Council	Dundee City Council
2018	Dundee City Council	Fife Council