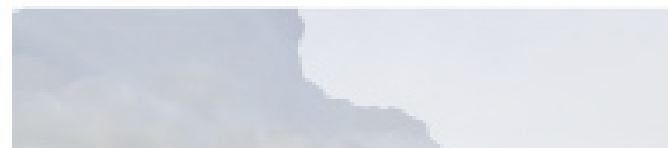
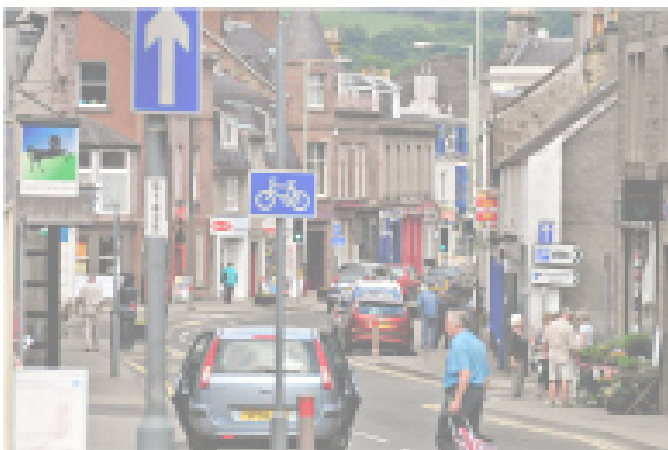
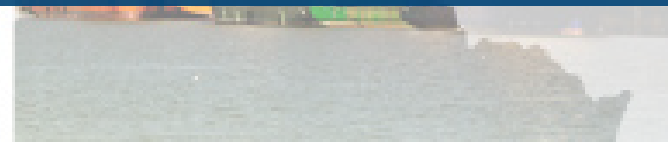




TAYplan

Planning Performance Framework
2014/15

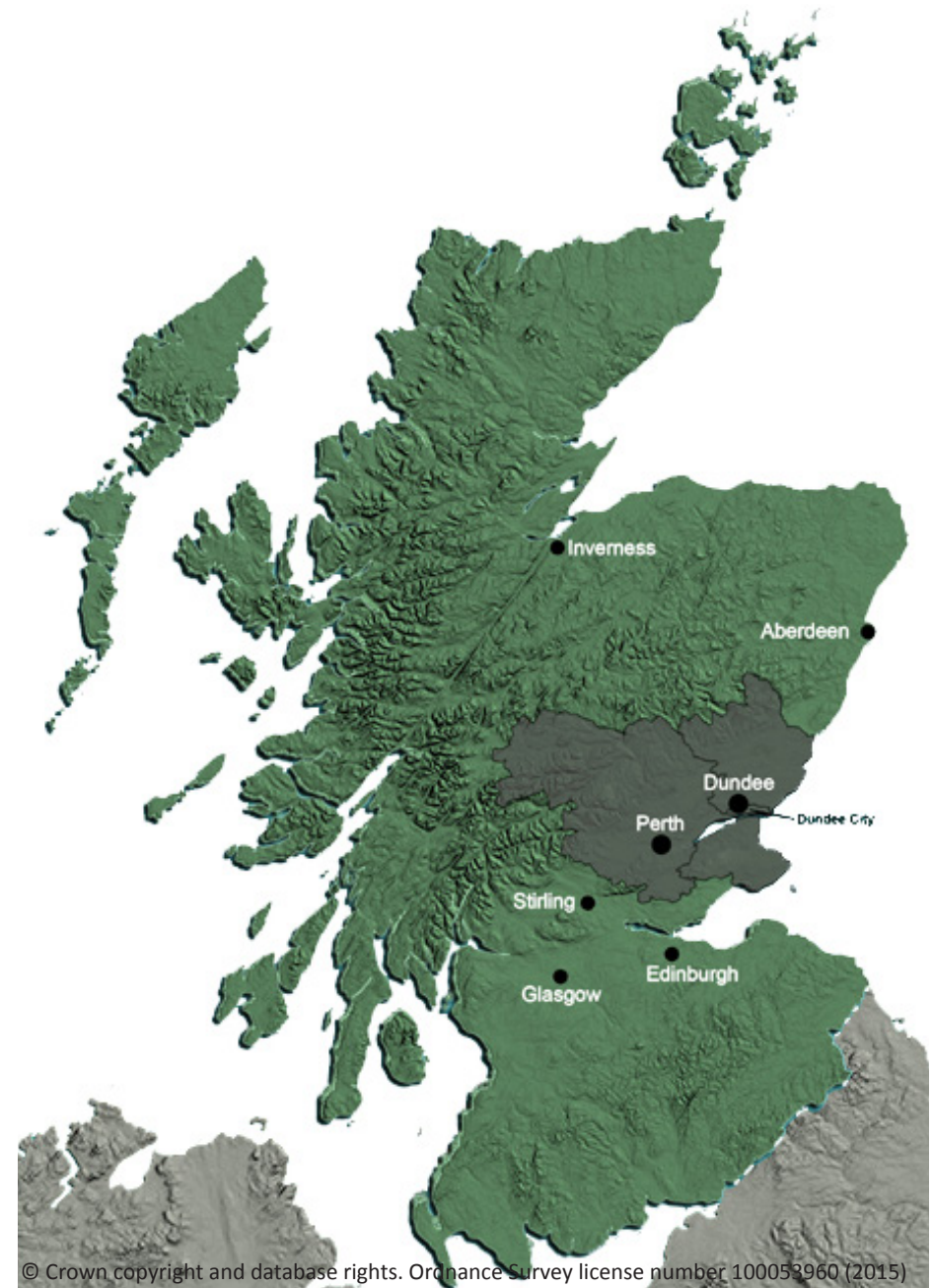


TAYplan
Strategic Development Planning Authority

July 2015

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 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 plan provides a city region framework to help deliver related national outcomes.
- 1.3 During 2014/15 TAYplan's focus was consulting on the Main Issues Report, analysis of the comments and preparing the Proposed Plan through to Joint Committee approval in February 2015.



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National Indicators: Development Planning



Figure 1: Performance Indicators

- 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.
- 2.2 The TAYplan Joint Committee approved the Project Plan for the delivery of the 2nd Strategic Development Plan in October 2012 ([see Report](#)). The project is designed to be submitted to Scottish Ministers by 8th 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 through the TAYplan Board (example shown in Appendix One). Figure 2 illustrates overall timescales.

- 2.3 The project continues to be delivered to timescales approved at project inception. The Main Issues Report was approved by the Joint Committee in February 2014 with a 10.5 week consultation concluding in late June 2014 with the results reported to the Joint Committee in October 2014 ([see Report](#)). The Proposed Plan was published in May 2015 with an 8 week period for representations (11 May to 3 July 2015).
- 2.4 TAYplan published a new Development Plan Scheme in March 2015 ([see Report](#)), in advance of the Proposed Plan period of representations. The Scheme provides as much information as possible on the participation and timescales when people can get involved for the Proposed Plan stage. The Scheme also provides an update on progress against the Project Plan (as approved at the inception of the project).

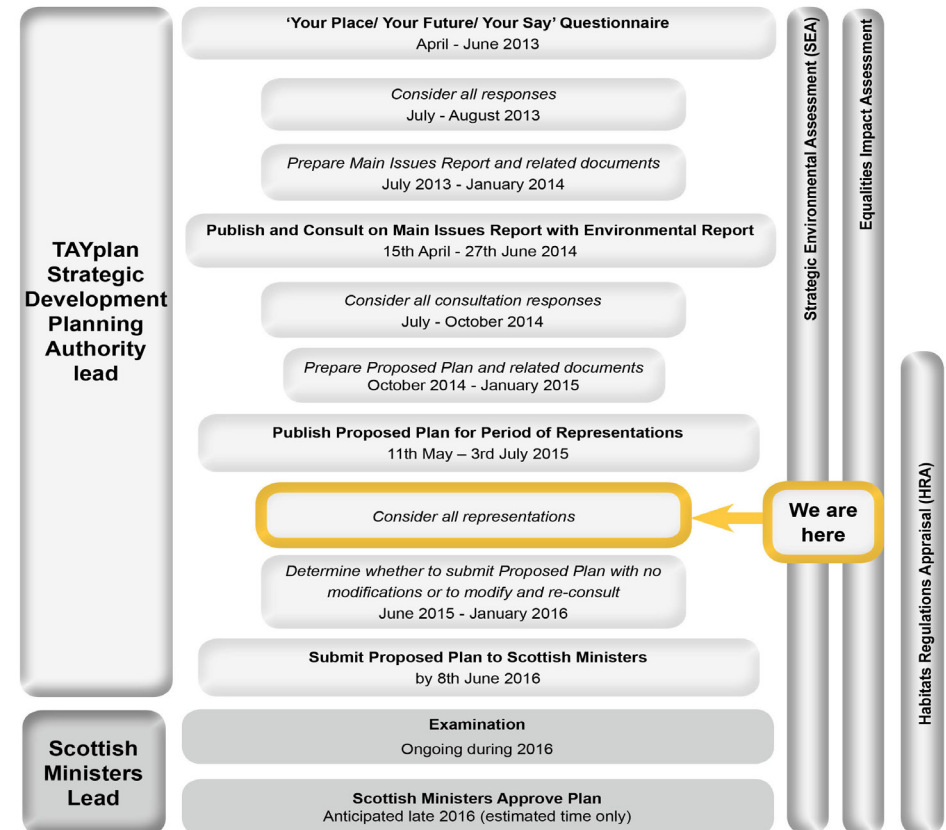
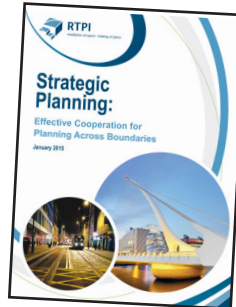


Figure 2 : Development Plan Scheme Process Diagram

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. The TAYplan engagement 'Your Place/Your Future/Your Say' won a Scottish Quality in Planning Award in November 2014 (Figure 3). The Proposed Plan (2015) has also been shortlisted for the 2015 Scottish Quality in Planning Awards.
- 3.2 TAYplan continues to focus on how the strategic planning process and outputs continue to be of a high quality. TAYplan seeks to maintain a high standard and continues to be recognised as a good example of strategic spatial planning in an international context. This includes recent recognition for partnership working highlighted in the Royal Town Planning Institute publication *Strategic Planning: Effective Cooperation for Planning Across Boundaries*, and also through sharing TAYplan's work at the national RTPI convention on 7 July 2015.



- 3.3 Staff training is on-going throughout the year. In 2014-15 this included a range of on the job training, courses relating to development viability, writing and preparing blogs and journalism. There was also in-house training on Adobe In-Design, graphics and housing. In addition a number of workshops were held which provided training for TAYplan staff, colleagues from the constituent Councils and Key Stakeholder organisations. These focused on developing graphics and story boarding skills which contributed directly to the Proposed Plan (2015) and provided local authorities with experience for their own plans and related material (Figure 4). The Story Boarding experience was also shared with other Development Planning Authorities at the annual Development Plans forum in December 2014.

Figure 3 : TAYplan receiving Scottish Quality in Planning Award in November 2014 from then Planning Minister Derek McKay MSP



Figure 4 : Offices from key agencies and local authorities at the story boarding event

- 3.4 TAYplan embraces technology and the electronic world. TAYplan has continued to develop its internet content and put into practice graphics and document presentation skills acquired over recent years. TAYplan has also used QR codes to support those using mobile devices to quickly access material and has begun to use blogs to support people who want to know more in an easy to follow way.

Open for business

- 3.5 The plan, as well as providing a strategic planning framework, is also a marketing and promotional tool. TAYplan continually looks to promote the area for investment. TAYplan has presented at 6 conferences/seminars over the past year. Wherever possible, TAYplan promotes its work through articles, twitter and blogs. Regular press releases (29) and blogs (4) are made to help people engage and better understand what TAYplan does and how they can get involved (Figures 5 and 6).

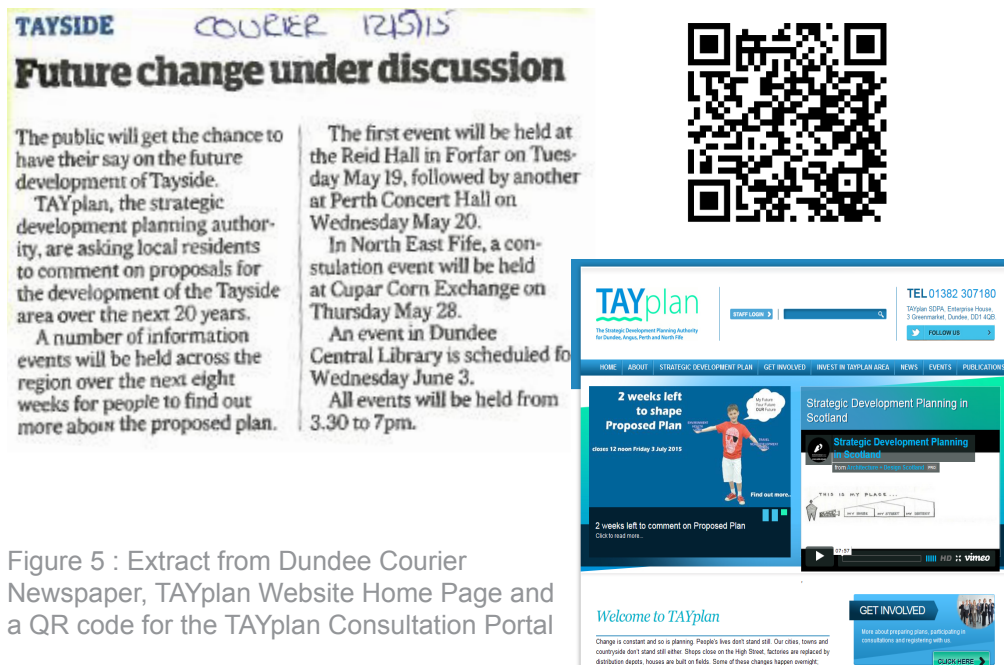


Figure 5 : Extract from Dundee Courier Newspaper, TAYplan Website Home Page and a QR code for the TAYplan Consultation Portal



Figure 6 : Extracts from the TAYplan Proposed Plan (2015) showing its promotional as well as policy role

- 3.6 Over the last year TAYplan has also provided training to Welsh planners and politicians from Northern Ireland in respect of the introduction of strategic planning in those countries to share experience and knowledge.
- 3.7 TAYplan has used its website innovatively as the landing point to access other content. Over the last year we used our graphics skills to improve our hero boxes which direct users to specific content including to our online portal when engagement exercises take place. These skills have also been put to use improving the look and feel of the Online Portal which is run on TAYplan's behalf by Objective. Google analytics shows traffic to our website and helps us to understand where our new users are coming from for both the website. Over 83% of visits to TAYplan's website during the year to July 2015 were from new users. Our use of twitter has provided strong marketing and regular information to our growing number of followers. At the time of the last Planning Performance Framework TAYplan reported having 380 followers, it now has over 720 (Figure 7). TAYplan has also set up a blog site in May 2015 to help people understand the planning process and what we do better and regularly provide blogs (click to visit [our twitter page](#) and click to [visit our blog site](#)).

Figure 7: TAYplan's Twitter Home Page

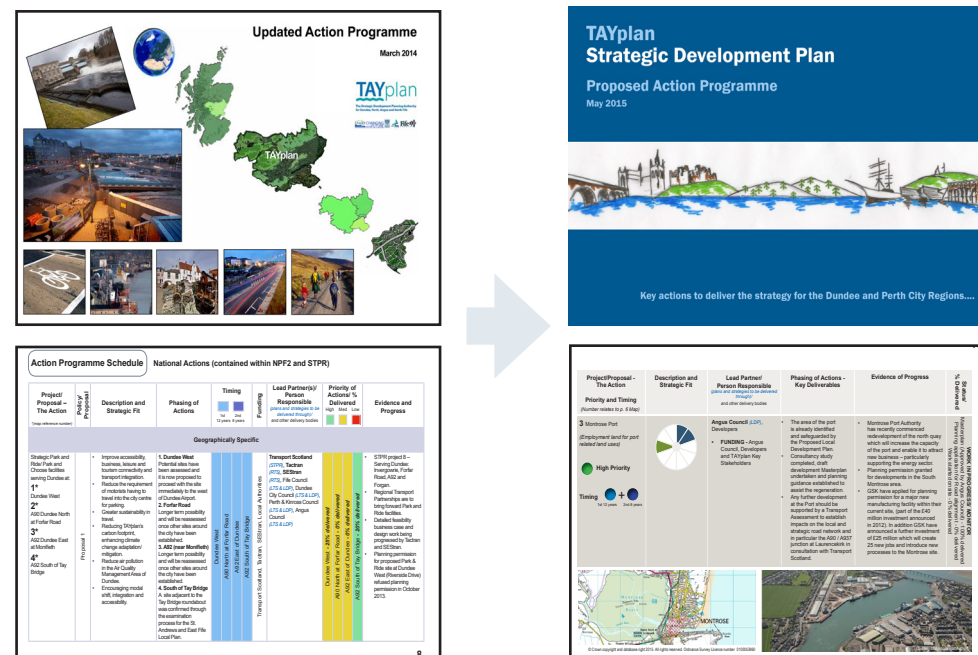


Source: Twitter

3.8 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. This has shown recent evidence that many of the Strategic Development Areas (the large sites within the Plan) are now underway or at advanced stages within the planning process.

3.9 Following the update of the Action Programme in February 2014 TAYplan reviewed the style, structure and layout of the Action Programme in close cooperation with councils, government agencies and industry. This was partly informed by discussions with other SDPAs and Scottish Government. This has improved the structure and layout of the document so that it is easier to use (Figure 8). The new style Proposed Action Programme has been prepared and published for comment alongside the Proposed Plan (2015).

Figure 8: Transformation of the Action Programme Update (2014) to the Proposed Action Programme (2015)



High quality development on the ground

- 3.10 The vision of the approved Strategic Development Plan is based around quality of place and quality of life. This vision continues in the Proposed Plan.
- 3.11 The Proposed Plan (2015) continues with the same vision as the approved TAYplan (2012) this has quality of life at its heart. As such the approach of both documents is to ensure that the location, design and layout of development delivers high quality places where people can live sustainable and healthy lives, including the lifetime communities concept (Figure 9). The 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. TAYplan's approach to this has been improved as a result of workshops held at Main Issues stage with Adaptation Scotland, local authorities and key agencies.
- 3.12 The Pre-Main Issues Report stage (April-June 2013) and the Main Issues Report stage (April-June 2014) helped TAYplan to explore issues of energy, health, adaptation to climate change and resilience in more depth. Discussion with young people, government bodies, the public and business have allowed the Proposed Plan to take policy to the next level in respect of place quality. However, TAYplan also continues to promote innovation through a framework that recognises that places are different and so appropriate solutions are needed rather than a one size fits all approach. The new green networks approach also makes a stronger link between the new lifetime communities approach and the use of important natural assets for social, economic and environmental benefit.

Figure 9: Lifetime Communities taken from the TAYplan Proposed Strategic Development Plan (2015)



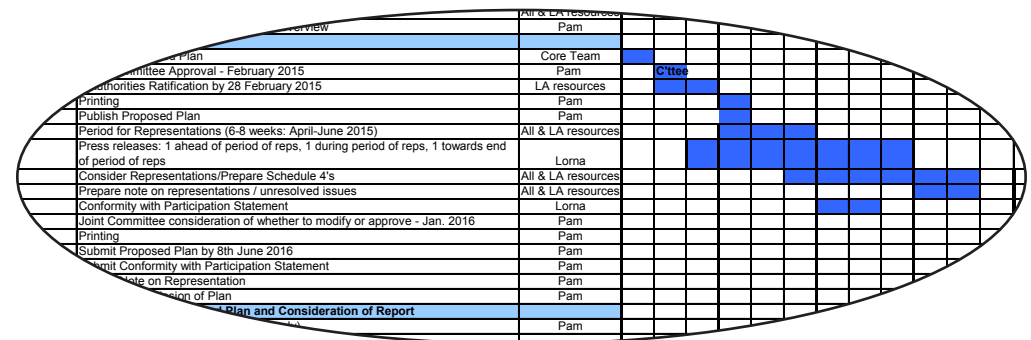
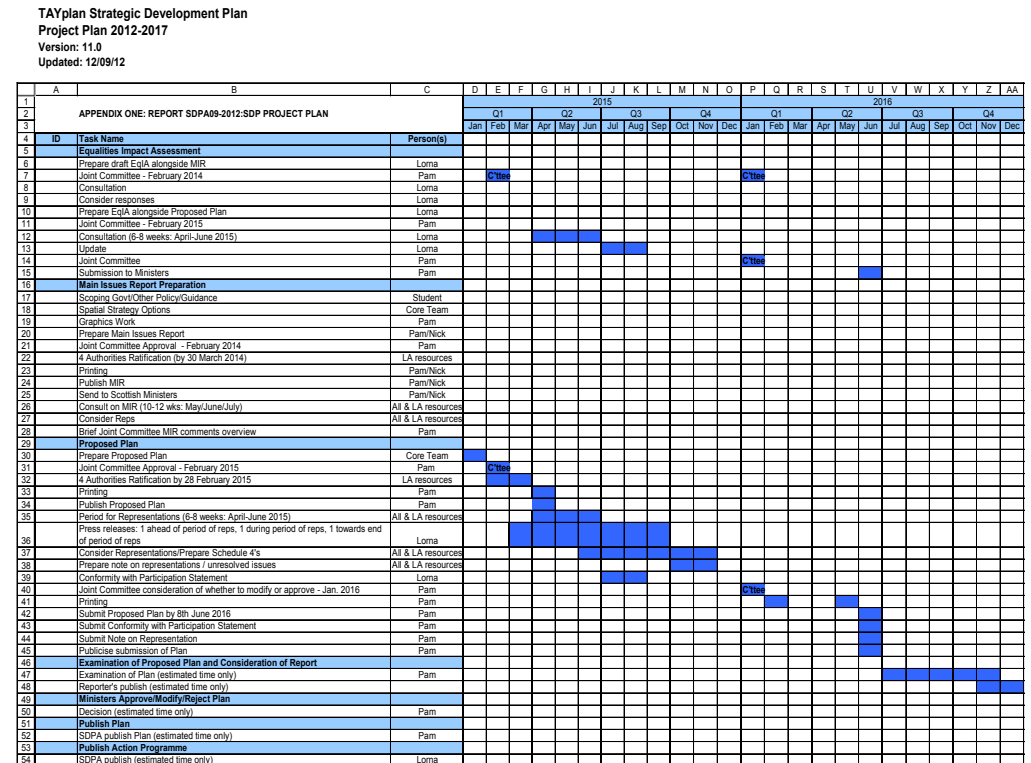
Certainty

- 3.13 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.
- 3.14 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 (15 Key Agencies) are working in partnership to deliver the key outputs. Figure 10 is shown to illustrate part of the project plan.
- 3.15 Meetings are set as required by the project plan timescales, shared and agreed with partners 12-18 months in advance. Aligned with this is an indication of the agenda and a date when papers will be sent out. An example (Figure 11 overleaf) is shown to illustrate the 2014/15 programme of meetings. 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

- 3.16 TAYplan has shared its experience and knowledge with other Development Planning Authorities through Improvement Service training events, all SDPA teams away day, workshops and conferences.
- 3.17 TAYplan seeks to ensure that anyone interested has the opportunity to engage at an early stage in how the TAYplan area should change. Doing so requires our communication to be as effective as possible within resources. By encouraging engagement at all stages of the Plan's preparation, TAYplan seeks to ensure that those with an interest in the area e.g. members of the public, businesses, young people and

Figure 10: TAYplan Strategic Development Plan Project Plan



key organisations have an opportunity to contribute their views before decisions are taken. TAYplan used a number of methods in order to communicate and highlight the opportunities for consultation and engagement (see [Development Plan Scheme 2015](#)).

- 3.18 TAYplan also considers its other customers and uses the Development Plan Scheme and quarterly newsletters, tweets, news stories and blogs to promote activity and inform interested parties about when they can become involved. This includes maintaining a customer database and circulating new newsletters and other important information.

- 3.19 TAYplan has also learned from earlier experiences and used targeted letters and emails specifically to developers/land owners of Strategic Development Areas for example to encourage them to respond. TAYplan also stopped using radio advertising as customer feedback showed this not to be effective and instead that twitter and direct emails were more effective. TAYplan has also coordinated newspaper stories, website news articles and tweets more effectively at key points.

- 3.20 TAYplan has also presented to the Scottish Association of Geography Teachers (October 2014) to profile the planning profession. (Figure 12).

Figure 11: TAYplan Key Meetings Aug 2014 - Dec 2014
(All meetings at Enterprise House, Dundee)

MEETING	MEETING DATE	Agenda + Papers out	Agenda scope
Key Stakeholders and Steering Group 10.00am	3 rd September 2014	20 th August 2014	<ul style="list-style-type: none"> Feedback on MIR consultation 1st draft PP for comment Draft Committee Reports (Steering Grp only)
Board 3.00pm	15 th September 2014	5 th September 2014	<ul style="list-style-type: none"> Committee Reports Report on progress of Proposed Plan – link to draft done & steering Grp comments YP paper (annual event – June 2015)
Joint Committee Pre-Agenda 9.45am	30 th September 2014	19 th September 2014	<ul style="list-style-type: none"> MIR consultation feedback Budget Project plan update PPF
Joint Committee 10.00am	14 th October 2014	3 rd October 2014	<ul style="list-style-type: none"> Committee reports (4) Private briefing on PP content (tbc)
Steering Group (following Joint Committee)	14 th October 2014	30 th September 2014	<ul style="list-style-type: none"> 2nd draft Proposed Plan Draft Development Plan Scheme Draft Equalities Draft Action Programme
Key Stakeholders (by email)			<ul style="list-style-type: none"> 2nd draft proposed Plan Draft Action Programme
Steering Group 9.30am	11 th November 2014	28 th October 2014	<ul style="list-style-type: none"> Final Draft Proposed Plan Finalised Topic Papers Draft HRA Draft SFRA PP period of representation Updates on LDPs & major applications
Key Stakeholders 10.00am	12 th November 2014	29 th October 2014	<ul style="list-style-type: none"> Final Draft Proposed Plan Finalised Topic Papers Draft HRA Draft SFRA
Joint Board and Steering Group 9.45am	15 th December 2014	3 rd December 2014	<ul style="list-style-type: none"> Proposed Plan for approval HRA for approval Development Plan Scheme approval Equalities for approval

Figure 12: Leaflet produced by TAYplan for the Scottish Association of Geography Teachers in October 2014.



3.21 Main Issues Report Stage analysis

Although the Main Issues Report was prepared and consulted upon during the last reporting year the analysis of responses took place over the summer and autumn of 2014. There were responses from 121 people/organisations to the Main Issues Report, 8 to the Strategic Environmental Appraisal and 1 to the Equalities Impact Assessment. Although there is no requirement to publish these or any response TAYplan chose to do so. This was to ensure that those who responded could see how their comments had helped shape the Proposed Plan. This was also an opportunity to utilise the schedule 4 system used for Proposed Plan stage and test systems and techniques to ease this process.

Figure 13: Leaflets from Proposed Plan Representations stage (2015)

Your Place / Your Future / Your Say
Period of Representations from 11th May to 3rd July 2015

Change is constant and planning must be constant too. TAYplan sets the overall direction for how the Dundee and Perth area should change over the next 20 years. TAYplan have listened to what people said at the **Main Issues Report (MIR)** stage. We are now at the **Proposed Plan** stage. This is TAYplan's view and its your opportunity to tell us if you agree/ disagree.

We would encourage you to join us at one of our **Public Information Events** which will be held across the TAYplan area, to explain the Plan and to assist you in making a representation.

The decisions taken at this stage will set the framework for more local decisions on development sites. You can comment on the **Proposed Plan** online at www.tayplan-sdpa.gov.uk/tayplan2015

Location	Venue	Date/ Time
Forfar	Reid Hall	19 May 2015 3:30pm-7pm
Perth	Perth Concert Hall	20 May 2015 3:30pm-7pm
Cupar	Corn Exchange	28 May 2015 3:30pm-7pm
Dundee	Central Library, Wellgate	3 June 2015 3:30pm-7pm

If you care about your place, this is your opportunity to shape its future!

Contact us
web: www.tayplan-sdpa.gov.uk
email: contactus@tayplan-sdpa.gov.uk
tel: 01382 307180

Where to find information
Copies of the Proposed Plan, Proposed Action Programme and Equalities Impact Assessment (and also associated background documents) can be found in the following places:

Online
Visit www.tayplan-sdpa.gov.uk/tayplan2015
Here you can download for free or print copies of the documents. You can also register with us and comment electronically from this website.

Paper Copies
From Monday 11 May 2015 paper copies will be available for inspection at:

- All public libraries in Angus, Dundee City, Perth and Kinross and North Fife.
- The following council offices:

Location	Address
In Angus	Angus Council Offices, Angus House, Orchardbank Business Park, Forfar, DD8 1AX
In Dundee City	TAYplan Offices, Enterprise House 3 Greenmarket, Dundee, DD1 4QB Dundee City Council Offices, Dundee House 50 North Lindsay Street, Dundee, DD1 1QE
In Fife	Fife Council Planning Offices, Kingdom House, Kingdom Avenue, Glenrothes, KY7 5LY
In Perth & Kinross	Perth & Kinross Council Offices, Puffar House, Kinnoull Street, Perth, PH1 5GD

Also in Council Area Offices

Contact us
01382 307180
contactus@tayplan-sdpa.gov.uk
TAYplan SDPA, Enterprise House 3 Greenmarket, Dundee, DD1 4QB

3.22 Proposed Plan Stage

The Proposed Plan period for representations ran during the final quarter of 2014/15. This involved preparation of a number of communication materials which built on the successes and lessons learned from the preceding year's activity at Main Issues Report stage and also lessons learned from the equivalent stage of the first Plan during 2011. The material included:

- **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 (See Figure 13);**
- **Regular website use (over 540 issues raised by over 120 respondents);**
- **Community drop-in events; and,**
- **Static Displays.**

3.23 Following on from the youth engagement from the Main Issues Report stage in 2014 TAYplan continued to work with the young place makers. They have featured in the Proposed Plan itself.

3.24 TAYplan has also continued its involvement of young people in the process of preparing the Proposed Plan. TAYplan began work on the 2015 youth camp during 2014. Nine schools, from across the TAYplan area, signed up for the Youth Camp. Working in partnership with the University of Dundee, TAYplan visited each of these schools. Over 900 young people attended the school visits, building capacity among them and 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 until they are much older. A range of techniques were used to engage the young people, encouraging them to get involved through role play, ask questions and teach us more about their areas.

- 3.25 The use of Minecraft 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 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 14).
- 3.26 It was evident that the Youth Camp and related school visits have been well received by the schools and young people themselves. A number of young people expressed an interest in the Youth Camp during the school visits. There were 5 places available to each school at the Youth Camp and each school was tasked with considering which young people should come along. Afterwards one school got in touch to say they had started a Minecraft club. (The Youth Camp Report will be published soon on the TAYplan Website)

TAYplan Customer Survey

- 3.27 TAYplan ran a customer experience survey during late 2014. This allowed customers to score and comment on their experiences so that TAYplan could improve the way it does things. The exercise deliberately used a mixture of questions that could be tested in each survey on an annual basis and others relating to the latest engagement (at that time the Main Issues Report). This brought answers specific to the most recent experience but also others which could be compared over a longer term following several years to gauge changes in opinion.

Figure 14: Top - Young people taking part in the TAYplan and University of Dundee Youth Camp 2015
Bottom - Dundee Waterfront in Minecraft.



- 3.28 The findings were reported to the TAYplan Joint Committee in February 2015 ([See Report](#)). The survey demonstrated the critical importance of preparing material which meets the needs of both TAYplan's technical and non-technical audiences. TAYplan has brought this thinking into the Proposed Plan and related material and will seek feedback during the Proposed Plan period for representations and the 2015 customer experience survey.
- 3.29 The survey revealed that some customers felt that they had made comments and then heard nothing. TAYplan has therefore made deliberate improvements to remedy this. A Quick Guide leaflet was produced for the Period for Representations which explained what happens next ([see leaflet](#)). All respondents have been contacted following the close of the Proposed Plan Period for Representations to thank them for their comments and to explain the next stages. A hero box was added to the website to direct users to a specific news story which also explained this. The online portal has been amended to indicate that the Period for Representations has closed and directs viewers to the next steps leaflet ([see leaflet](#)). A new customer survey for 2015 was also launched on 10 July 2015 to capture views whilst these are fresh in people's minds.
- 3.30 TAYplan also used a customer panel to assist in ensuring that the Proposed Plan was readable and understandable. This involved individuals and organisations who had been involved in the process providing views that helped proof the legibility of the document.

Effective and efficient decision making

- 3.31 TAYplan's Joint Committee meets a minimum of twice per year, the timing of which is determined by the project plan. In the 2014/15 period meetings were held in October and February (<http://www.tayplan-sdpa.gov.uk/jointcommittee>). 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. At key stages the Joint Committee's decisions

must be ratified by the 4 Constituent Councils. Delegated decisions are taken by the TAYplan Manager or through the TAYplan Board. Councillors serving on the Joint Committee and the convenorship arrangements can be seen at Appendix 3.

Effective management structures

- 3.32 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 Strategic Development Plan. The TAYplan Manager reports to the Board where required. The TAYplan Board structure can be seen at Appendix 2.
- 3.33 The TAYplan team are employees of Dundee City Council and therefore procedures align with that Council in respect of 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.

Financial management and local governance

- 3.34 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. Budget reports are considered at each of the Joint Committee meetings.
- 3.35 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 managers of the constituent council) and the Key Stakeholders Group (comprising 14 key agencies and organisations). During the past year Marine Scotland has joined this group of Key Stakeholders. The structure and membership of the Key Stakeholders and Steering Group can be seen at Appendix 2.

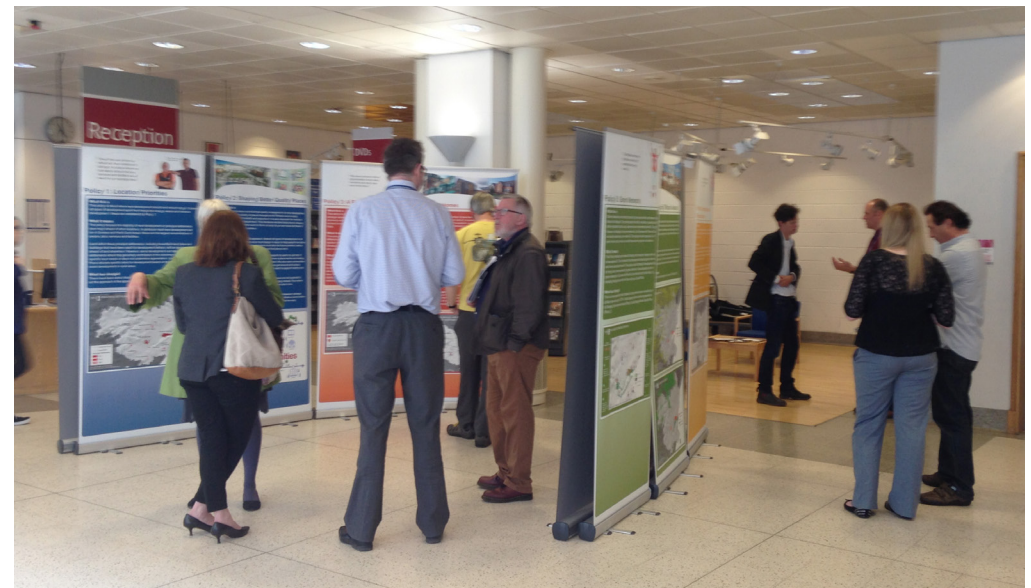
Culture of continuous improvement

- 3.36 Continuous improvement is central to TAYplan's work and the team continues to demonstrate a culture of learning and improving. A continued focus has been leading with learning and development across a range of land use issues by bringing together TAYplan team with Key Stakeholders, 4 constituent Councils, academia and private sector, in addition to how we can better engage and present TAYplan materials. This is demonstrated over the past year through, for example:
- Building on SDP1 experience and feedback, Topic Papers were prepared to provide more detailed information on feedback from Main Issues Report stage, research and thinking ([see Topic Paper 2: Growth Strategy \(2015\)](#)).
 - Leading with training within TAYplan together with the constituent Councils, Key Stakeholders including storyboarding and graphics sessions to pool different professional experiences and think about the whole plan, its structure and how it conveys its messages or is used.
 - Further considering good/best practice across the world in terms of plan presentation and ideas for graphics including Berlin, Stockholm, Auckland, Sydney, Melbourne and Toronto.
 - Further developing a programme of engaging with young people (secondary age) in how they can help shape their places. This included partnership working with the University of Dundee and 9 high schools across the TAYplan area using the Minecraft computer game.
 - Improving our engagement programme with a redesign to better meet customer needs incorporating feedback from the customer experience survey 2014 including leaflets (See [Quick Guide to the Proposed Plan Period for Representations \(2015\) Leaflet](#)), use of twitter and QR codes.
 - Increased sharing of good practice, knowledge and skills with other planning authorities and planners across the UK and related professions. For example TAYplan has worked closely with NHS

Tayside and NHS Fife on the health and green network elements of the Proposed Plan. TAYplan also presented to the NHS Tayside Senior Leadership Team in May 2015.

- Sharing knowledge and experience across 4 Scottish SDPA teams, with an all staff day in December 2014 and another planned in August 2015.
- Also, TAYplan have been involved in actively taking forward a number of recommendations arising from the Review of Strategic Planning. For example TAYplan has used its youth engagement programme to engender knowledge and interest in place making with the next generation of citizens. It has also used workshops and statutory consultations to look over long time horizons and consider issues such as climate change, energy and health.

Figure 15: Dundee Community Drop-In Event held at the Wellgate Central Library on 3rd June 2015 as part of the Proposed Plan Period for Representations



Supporting Evidence

3.37 Much of the evidence to support TAYplan's performance during 2014/15 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 ([October 2014](#) and [February 2015](#))
- Youth Camp 2015 Summary (July 2015) to be published soon
- [TAYplan Newsletter](#) (April 2015)
- [TAYplan's submission](#) to Scottish Quality in Planning Awards (2015) for the Proposed Plan.
- TAYplan's Proposed Plan and related documents suite (May 2015) (www.tayplan-sdpa.gov.uk/tayplan2015)
- Publication of blogs ([See TAYplan's blog site](#))

Service Improvements

Delivery of our service improvement actions 2014-15

3.38 Actions in last year's performance report have largely been implemented. Delivery of our service improvement actions in 2014-15:

Committed improvements and actions	Complete?
• Continuation of engaging with young people in better equipping them to get involved in shaping their places.	Yes
• Undertake a customer survey to continue to understand whether TAYplan is meeting customer needs and gain a better understanding of their expectations.	Yes
• Establish a users panel to provide feedback during the drafting of the Proposed Plan with a focus on style, format and readability. The panel will include Young Placemakers, Development Management colleagues and public sector partnership(s) not already involved in the Strategic Development Plan process.	Yes
• Consider the Scottish Government's actions arising from the Review of Strategic Development Plans (http://www.scotland.gov.uk/Resource/0045/00454434.pdf) and determine/ action improvements for TAYplan's plan content and process.	Yes

Service improvement actions 2014-15

3.39 The following improvement actions will be undertaken over the forthcoming year:

- 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.
- 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.
- 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.
- 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.
- Develop relationships with Community Planning Partnerships and Chambers of Commerce to draw on the important opportunities that strategic planning can bring to those agendas.

Workforce and Financial Information

3.40 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.

3.41 TAYplan is funded equally by the four constituent councils providing an income of £240,000 (£60,000 each) for 2014-15. 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.

	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	

		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		

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development Management				
Development Planning	240,000	170,000	49,000	
Enforcement				
Other				
TOTAL	240,000		49,000	

Conclusions

- 3.42 TAYplan Strategic Development Planning Authority has performed well over the period 2014/15. This period has principally been focused on the Main Issues Report consultation, analysis of that consultation, preparing the Proposed Plan, Proposed Action Programme, Equalities Impact Assessment, Habitats Regulations Appraisal and supporting material. It has also involved preparing for and undertaking the subsequent period for representations on the Proposed Plan and also preparation for analysing responses and preparing schedule 4 summaries of unresolved issues where these arise.
- 3.43 TAYplan continues to learn from previous work, develop and improve the processes and outputs to achieve continued high quality to help achieve our outcomes. Looking ahead TAYplan seeks to submit its Proposed Plan within approved timescales together with continually improving and in particular considering the actions arising from the 2014 and forthcoming 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.

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

TAYplan SDPA Risk Log
(Updated September 2014)

Strategic Devt Plan Project Risk Log				Probability/Impact Rating		Status		Risk Categories		1 2 3 4 5 6 7	
				5 = Very High 4 = High 3 = Medium 2 = Low 1 = Very Low		O = Outstanding A = Actioned P = Past					
Number	Category	Risk Name	Description	Risk Impact/Summary	Probability	Raw Risk Impact	Risk Score	Countermeasures	Probability	Adjusted Risk Impact	Risk Score
1	Strategic	Change in Requirements	New or amended legislation results in new requirements. There will be a lack of leadership to achieve the desired outcome	Re-work the Project Plan	1	3	3	Close liaison with Scottish Government.	1	3	3
2	Strategic	Governance	There will be a lack of leadership to achieve the desired outcome	Affect the priority each Council will allocate to this - failure to deliver	1	3	3	Monitor through project plan delivery and working with partners and key stakeholders. To date collaborative leadership has been evident and effective. Briefings to all elected members through 4 Councils important ahead of all key stages.	1	3	3
3	Strategic	Governance	There will be a lack of leadership to achieve the desired outcome	Affect the priority each Council will allocate to this - failure to deliver quality product on time & budget	1	3	3	Monitor through project plan delivery and working with partners and key stakeholders. To date collaborative leadership has been evident and effective. Briefings to all elected members through 4 Councils important ahead of all key stages.	1	3	3
3	Strategic	Stakeholders	Lack of continued buy-in from Key public Sector Stakeholders	Plan is not implementable	1	2	2	Maintaining effective key stakeholder group and buy-in. Regular meetings at key stages and good communication. Ensuring they are involved and integrated with the project. Very positive feedback to date.	1	2	2
7	Strategic	Private Sector Stakeholders	Lack of support for the Strategy from the Private Sector	Significant modifications by Ministers	1	2	2	Early engagement with key sector involvement throughout Principle engaged with Scottish Government	1	2	2
8	Operational	Diverging political objectives	not supporting Main Issues Report.	3-5 month delay. Significant impact	1	3	3	Briefings to all elected members through 4 Councils important ahead of all key stages.	1	3	3
10	Operational	Staff recruitment and retention	Lack of a dedicated resource to run the project and ensure continuity	Delay aspects of the Project	2	3	6	Extension to interim post approved to mid December 2014. Temporary Planner post finishes at same time.	3	3	9
11	Operational	National Framework and Policy	NPF3 and SPP	varying interpretation of Scottish Planning Policy	1	3	3	Discussions ongoing with civil servants to clarify issues around wind energy and housing.	1	2	2

File: TAYplan SDP Risk Log v16_Sep2014

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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 2014-15



Cllr Lesley Laird
Labour Party
Convenor 2015



Cllr Brian Thompson
Labour Party



Cllr Donald Lothian
Liberal Democrat Party



Cllr John Kellas
Scottish National Party
Vice-Convenor 2015



Cllr Tom Gray
Scottish National Party



Cllr Alan Livingstone
Conservative Party



Cllr Mairi Evans
Scottish National Party



Cllr Rob Murray
Scottish National Party



Cllr Bob Myles
Independent



Cllr Will Dawson
Scottish National Party



Cllr Bill Cambell
Scottish National Party



Cllr Tom Fergusson
Labour Party



Rotational arrangements for convenor-ship of TAYplan

	Convenor	Vice-Convenor
2014		
2015		
2016		
2017		