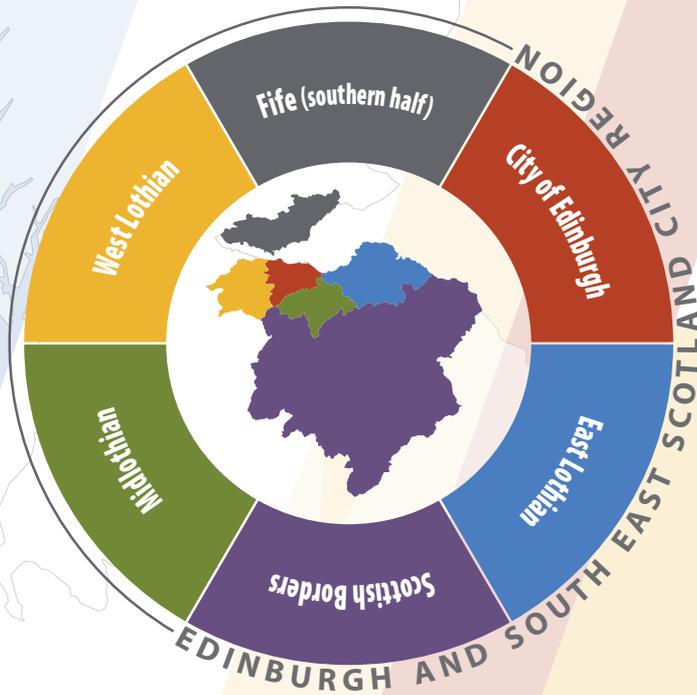


SESplan

The Strategic Development Planning Authority
for Edinburgh and South East Scotland

Planning Performance Framework July 2015



Contents

1	Introduction	2
2	Planning Performance Framework 2013 / 2014	3
3	National Headline Indicators	6
4	Key Achievements 2014 / 2015	8
5	Defining and Measuring a High Quality Planning Service	13
6	Supporting Evidence	20
7	Service Improvements 2015 / 2016	21
8	Workforce and Financial Information	29

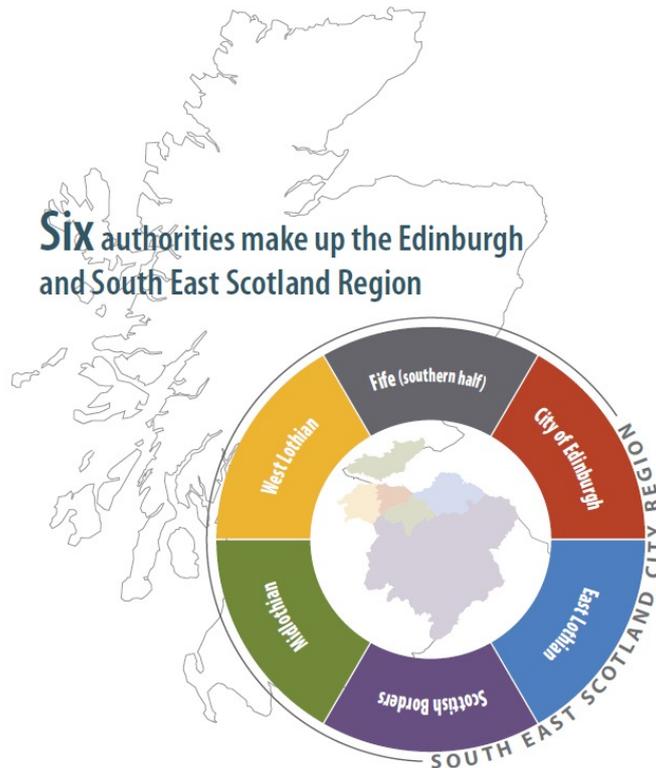
1 Introduction

1 Introduction

1.1 This is the fourth 'Planning Performance Framework' (PPF) report submitted by SESplan, the Strategic Development Plan Authority (SDPA) for Edinburgh and South East Scotland. The Report covers the period 1 April 2014 to 31 March 2015.

1.2 SESplan, which is a partnership of City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian Councils, aims to support the Scottish Government's central purpose of delivering sustainable economic growth and contribute to the National outcomes. The authority also supports the Scottish Government's promotion of a plan led system, the development a culture of improving performance and delivery of high quality sustainable economic development on the ground.

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



Planning Performance Framework 2013 / 2014 2

2 Planning Performance Framework 2013 / 2014

2.1 The third PPF Report for 2013 / 2014 was assessed by Scottish Government and the following general comments were noted:

- SESplan provided a good indication of the work being taken forward to deliver the current Strategic Development Plan (SDP). This included the revision of the Action Programme and the approval of Supplementary Guidance on Housing Land within the reporting period.
- SESplan is now moving towards SDP2 with pre Main Issues Report (MIR) engagement and publication of the MIR planned during the next reporting period. Scottish Government look forward to hearing more about the progress made in the next report, including how lessons learnt from the first SDP have been applied.
- The report demonstrated a strong commitment to achieving results through partnership working, but would have benefited from detailed examples or case studies to evidence the work undertaken and outcomes. The same applies for other sections of the report, which would have benefited from detailed examples of achievements and outcomes delivered during the reporting period.
- Scottish Government is pleased to hear that SDP2 remains on track to be submitted to Ministers within the required timescale. It is important that strong project management continues to ensure this happens.

2.2 A number of other more detailed points were raised and where appropriate these have been addressed within this Report and an update provided.

2.3 The Report for 2013 / 2014 was assessed against a series of performance markers to give an indication of priority areas for improvement action. These will be monitored and evaluated on how the key markers have been reported and the value which they have added. The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence is provided, a Red marking is allocated.

2.4 SESplan achieved a Green rating in three out of the six areas of performance related to continuous improvement, strategic development plan and development plan scheme. An Amber rating was given for performance related to elected member engagement, cross sector stakeholder engagement and sharing good practice.

2 Planning Performance Framework 2013 / 2014

No.	Performance Marker	RAG Rating	Comments
6	<p>Continuous improvement</p> <ul style="list-style-type: none"> Progress / Improvement in relation to PPF National Headline Indicators; and Progress ambitious and relevant service improvement commitments identified through PPF report 	Green	<p>SDP up to date (approved June 2013).</p> <p>SDP is on course for submission within the required 4 year period (June 2017). Most recent Development Plan Scheme (DPS) estimates submission to Scottish Ministers in Spring 2017. SDP project planned, using PRINCE2. All previous service improvement commitments completed within the reporting period. Relevant service improvements identified for 2014 / 2015 which should help contribute to SDP processes, but some were quite vague and not identified in the body of the report.</p>
7	<p>Strategic development plan less than 4 years since approval.</p>	Green	<p>SDP up to date (approved June 2013). Supplementary Guidance on Housing Land was approved by Joint Committee outwith the reporting period (June 2014). As of 28 October, we note that it has been formally adopted by all SESplan authorities.</p>
8	<p>Development plan scheme – next SDP:</p> <ul style="list-style-type: none"> On course for submission within 4 years of current plan's approval; and Project planned and expected to be delivered to planned timescale 	Green	<p>SDP is on course for submission within the required 4 year period (June 2017). Most recent DPS estimates submission to Scottish Ministers in Spring 2017. SDP project planned to meet planned timescales. PRINCE 2 used for this purpose.</p>
9	<p>Elected members engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year.</p>	Amber	<p>SDP2 only commenced pre-MIR engagement towards the end of the reporting period, so report does not go into much detail on engagement with elected members. More intense pre-MIR engagement planned during 2014 / 2015. Next report needs to cover this in more detail.</p> <p>See paragraph 4.5 onwards of this Report for more details on the pre-MIR engagement exercise undertaken.</p>

Planning Performance Framework 2013 / 2014 2

No.	Performance Marker	RAG Rating	Comments
10	<p>Cross sector stakeholders⁽¹⁾ engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year</p>	Amber	<p>SDP2 only commenced pre-MIR engagement towards the end of the reporting period, so report does not go into much detail on engagement with industry and Scottish Government. Report refers to key agency engagement through Topic Groups. Next report needs to cover Pre-MIR cross sector stakeholder engagement in more detail.</p> <p>See paragraph 4.5 onwards of this Report for more details on the pre-MIR engagement exercise undertaken.</p>
13	<p>Sharing good practice, skills and knowledge between authorities</p>	Amber	<p>Report highlights that SESplan is working with the Scottish Government and other SDPA's to take forward the actions identified in the review of SDPs, but lacks detail of how good practice, skills and knowledge is shared between SDPA authorities. Future reports need to cover this in more detail.</p> <p>This is discussed in more detail in Chapter 7 under Service Improvements 9 and 10.</p>

1 including industry, agencies and Scottish Government

3 National Headline Indicators

3 National Headline Indicators

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

3.2 In accordance with paragraph 17 of Circular 6/2013 (Development Planning), [DPS7](#) sets out that the second proposed SDP, SDP2, will be submitted to Scottish Ministers in Spring 2017 i.e. within four years of the approval of SDP1. Regular reporting on risk management including risks which may impact on the overall timescale for the delivery of SDP2, is undertaken in accord with SESplan's risk management policy. This includes a consideration of risk implications in each report to the Joint Committee and an annual report to the Project Board and Joint Committee on the Risk Register identifying key risks to the project.

3.3 The Risk Register was reported to SESplan Joint Committee on the [15 December 2014](#). The Risk Register is updated by closing risks that are no longer applicable or current. The probability and impact scores associated with individual risks are revised to reflect the current stage of the programme. Risks which were closed over 2014 included those associated with the preparation of the Supplementary Guidance following its adoption by each of the SESplan Member Authorities.

3.4 Of those risks that remain active, there is one which has a residual high risk and two with a residual medium or amber risk. These all relate to the Core Team and in particular the relocation of the Core Team. The relocation of the Team will provide for savings within the SESplan Budget; however there was a risk of disruption to the work of the Core Team during the relocation process. Other risks relate to the ratification of the decision of the SESplan Joint Committee to approve MIR2 by Member Authorities. Ratification is required by all six Member Authorities. Should a Member Authority not ratify the Joint Committee decision, the process of approval of MIR2 and ratification of that decision will require to be restarted.

3.5 An updated Risk Register will be reported to SESplan Joint Committee in December 2015.

National Headline Indicators 3

Key Outcomes	2014 / 2015	2013 / 2014
Development Planning		
<p>Age of Local / Strategic Development(s) (years and months) at end of reporting period</p> <p><i>Requirement: less than 5 years</i></p>	<p>SDP1 approved June 2013.</p> <p>Supplementary Guidance on Housing Land adopted by all SESplan Member Authorities November 2014.</p> <p>DPS7 approved 30 March 2015.</p>	<p>Supplementary Guidance on Housing Land, as modified by Scottish Ministers, was approved by SESplan Joint Committee on 30 June 2014.</p> <p>DPS6 approved 4 March 2014.</p> <p>The SDP has been prepared in accord with the DPS.</p>
<p>Will the Local / Strategic Development Plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y / N)</p>	<p>Y</p>	<p>-</p>
<p>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)</p>	<p>N</p>	<p>-</p>
<p>Were development plan scheme engagement / consultation commitments met during the year? (Y / N)</p>	<p>Y</p>	<p>-</p>

4 Key Achievements 2014 / 2015

4 Key Achievements 2014 / 2015

Strategic Development Plan 1

Supplementary Guidance - Housing Land

4.1 [Supplementary Guidance](#) was prepared under Section 22 of the Planning etc (Scotland) Act 2006 in connection with SDP1 for South East Scotland as approved by Scottish Ministers on 27 June 2013. The purpose of the Supplementary Guidance is to provide further, detailed information in support of SDP Policy 5 (Housing Land). The further information provides direction for Local Development Plans (LDPs) as to how much of the overall housing land requirement should be met in each of the six SESplan Member Authority areas.

4.2 The Supplementary Guidance was submitted to Scottish Ministers on 21 May 2014. The 28 day Ministerial consideration period ran to the 18 June 2014. Scottish Ministers advised that the Guidance should be modified to remove a potential inconsistency between the approved SDP and Supplementary Guidance. The Joint Committee at its meeting on the 30 June 2014, approved the modification and requested that the Member Authorities ratify this decision and adopt the Supplementary Guidance as modified. The Guidance was formally adopted by all SESplan member authorities in October 2014. The Supplementary Guidance forms part of the development plan.

Transport and Accessibility

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

4.4 Transport Scotland are leading a project to identify the cumulative and cross boundary impacts of SDP1 and LDP housing and employment development on the SESplan Transport Network. The project will also seek to identify effective multi modal interventions that could best mitigate these impacts. The outputs will be in compliance with the planning obligations regulations so that contributions could eventually be sought towards the multi modal interventions required. Outputs will also be used to provide evidence towards prioritising transport infrastructure interventions. SESplan is a key stakeholder in this project alongside each of the six SESplan Member Authorities and SEStran.

Strategic Development Plan 2

Influence the Plan

4.5 The Influence the Plan awareness raising exercise was published on the 18 April 2014. All stakeholders and interested parties registered with SESplan received a notification. It was also publicised on Twitter and via the E-Bulletin and [SESplan website](#). The consultation posed a total of 21 questions and ran for 7 weeks, closing on the 30 May. The aim of the exercise was to generate awareness of SESplan and seek views of interested parties to inform MIR2. 100 responses were received, which came from a wide range of key agencies,

Key Achievements 2014 / 2015 4

individuals, community councils, developers, planning agents and landowners. The responses reflected the diversity of views among communities and developers and their representatives. The responses are available to download on the [SESplan Consultation Portal](#).

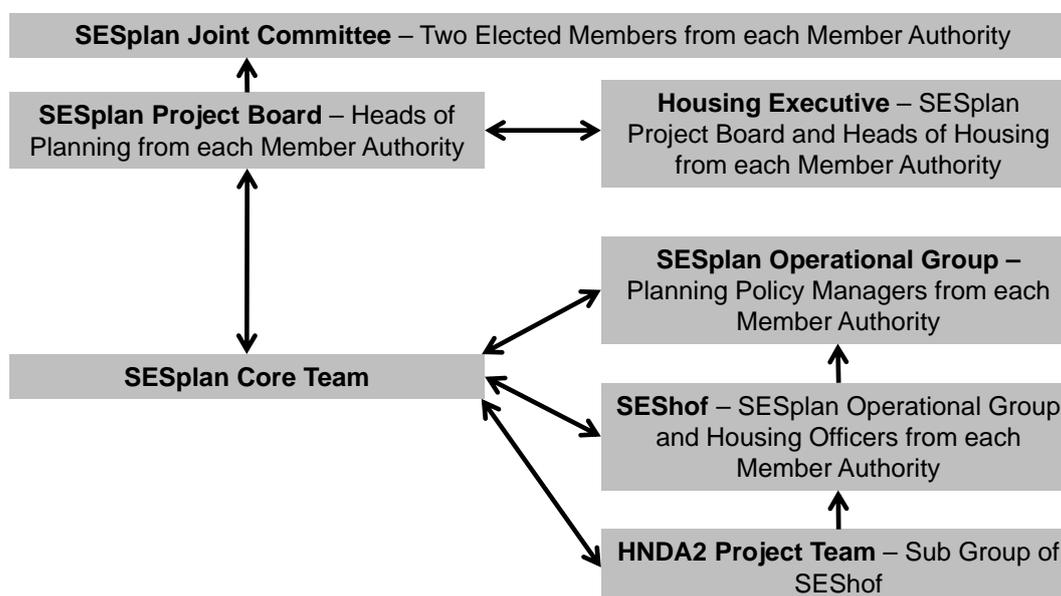
Housing Need and Demand Assessment

4.6 Scottish Planning Policy (SPP) sets out that plans should be informed by a robust Housing Need and Demand Assessment (HNDA), prepared in line with the Scottish Government's HNDA Guidance. Reflecting the modernising planning agenda, HNDA Guidance supported by SPP encourages the SESplan Member Authorities to set up a Housing Market Partnership (HMP). Partnerships are expected to play an important role in bringing together local authorities across Housing Market Areas (HMA) to undertake a HNDA.

4.7 A HMP was established in 2009 for the preparation of HNDA1. This was undertaken through a web based forum, to which approximately 100 individuals / organisations were invited to take part. The HNDA1 Consultative Draft was made available in December 2009 through the [Communities in Practice](#) website (now known as [The Knowledge Hub](#)). A consultation event for HMP members was held on the 18 December 2009, attended by 65 delegates. The HMP were provided with a brief explanation of what HNDA1 would cover and key findings of the study, with a question and answer session. Comments were requested by 18 January 2010 and this was extended to 29 January 2010. Ten formal submissions were received and a significant number of informal comments were also noted raising concerns with the period of consultation adding that it was felt there was limited opportunity for dialogue and consultation. Stakeholders were unable to see the draft report prior to the consultation event. This posed difficulties with regard to providing feedback on the key findings and asking appropriate questions. Additional comments related to the methodology of the HNDA and a perceived focus of the HNDA on affordable housing to the detriment of the private sector housing market.

4.8 HNDA2 was identified as a critical cross disciplinary project involving both planning and housing representatives from each of the six Member Authorities. Governance of the project was therefore key. The South East Scotland Housing Forum (SEShof) comprising both housing and planning officers had led on the preparation of HNDA1. For HNDA2 the roles and responsibilities of this group were clarified and a HNDA2 Project Team, with responsibility for taking HNDA2 forward established. The Project Team reported progress to SEShof who in turn escalated any issues or items for approval to the Housing Executive. The Housing Executive was a new group established specifically for HNDA2 comprising of Heads of Planning and Housing with the remit of signing off HNDA2 for consideration by SESplan Joint Committee.

4 Key Achievements 2014 / 2015



4.9 The governance structure established for HND A2 will remain in place as SDP2 progresses. This will particularly relate to the preparation and approval of housing supply targets.

4.10 In terms of consultation and engagement, it was critical that lessons were learned from the HND A1 approach to the establishment of a wider HMP. A Participation Statement for HND A2 was prepared, setting out that SESplan would seek advice, guidance and consensus from the wider HMP on the development of HND A2 culminating in its submission to the Centre for Housing Market Analysis (CHMA) for approval as robust and credible. The wider SESplan HMP includes around 185 organisations and is multi-disciplinary including housing, planning, economic development and regeneration expertise as well as house builders and Registered Social Landlords (RSLs). The HMP received regular email updates on the progress of HND A2 and were invited to comment on five mini consultations over the period September to November 2013 on emerging sections of HND A2 (demographic context, housing market area assessment, housing stock, consultation methodology and equality impact assessment). Twelve responses were received.

4.11 The draft HND A2 was finalised and published for consultation the 6 June 2014. Twenty-three responses were received. All responses including those received on the mini consultations are available for download on the [SESplan Consultation Portal](#).

4.12 The key issue raised through the consultation on the draft document was that HND A2 should be revised to take account of the 2012 based population projections. HND A2 was updated on this basis and at its meeting on the 13 October 2014, the SESplan Joint Committee approved the document for submission to the CHMA for assessment as robust and credible. The full report including a schedule of responses is available on the [SESplan website](#).

4.13 Following a detailed appraisal, CHMA responded to SESplan on the 2 December 2013 to advise that the process and methodology used to produce HND A2 for SESplan has the potential to be robust and credible if nine recommendations are implemented. The

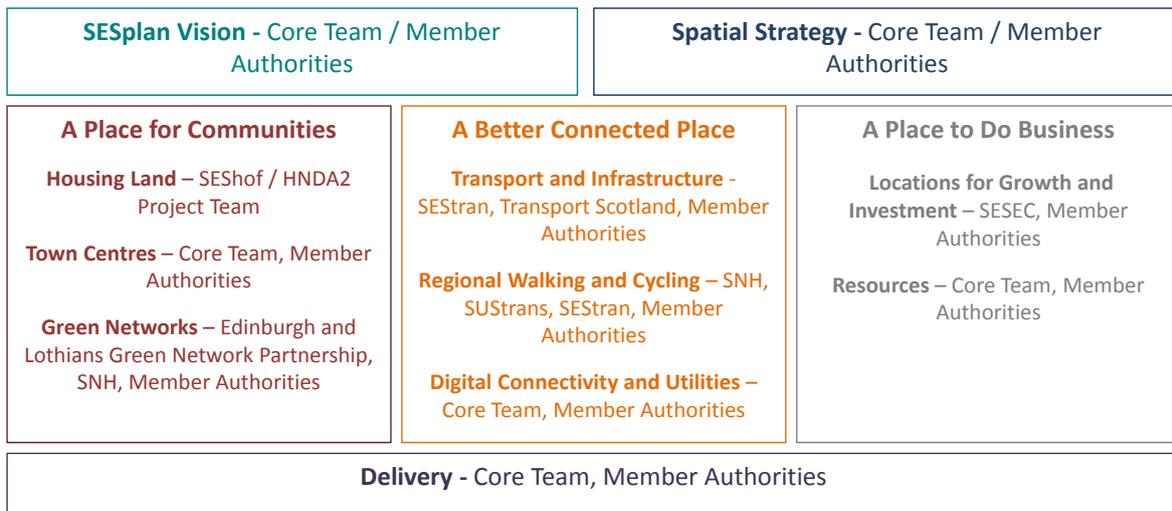
Key Achievements 2014 / 2015 4

recommendations were minor in nature and related to issues of clarity. No significant amendments to the figures for housing need and demand were required. The recommendations were addressed and HNDA2 resubmitted to CHMA on the 5 February 2014. CHMA advised SESplan that some further minor amendments were required on the 18 March. These amendments were addressed and CHMA confirmed that HNDA2 was robust and credible on the 27 March 2014. HNDA2 is available for download [here](#).

Main Issues Report

4.14 Following the influence the plan consultation and alongside the preparation of technical evidence on housing and transport, work throughout 2014 / 2015 has been focused on the preparation of the second MIR, MIR2.

4.15 The project plan was centred on the establishment of a series of project teams set up to take forward specific pieces of work under the key themes of MIR2 - the SESplan Vision, the SESplan Strategy, a Place to do Business, a Place for Communities, a Better Connected Place and Delivery.



4.16 The project teams are not exclusive and advice and guidance has been sought from a wide range of key agencies and stakeholders (SNH, SEPA, Transport Scotland, Historic Scotland, Scottish Enterprise, Visit Scotland, Architecture and Design Scotland and Member Authorities economic development, housing and transportation services amongst others). For example detailed guidance and advice was provided by SEPA on the SESplan Strategic Flood Risk Assessment prepared in support of the SESplan Strategy. This was supplemented by a series of key agency meetings, where organisations could come together in a group forum to discuss the emerging issues and options. All key agencies and interested stakeholders and parties also receive quarterly E Bulletin updates, with regular updates posted on the SESplan website.

4 Key Achievements 2014 / 2015

4.17 Similarly to SEShof, advice and guidance on business and economy related issues and options with MIR2 has been sought from the South East Scotland Economic Community, SESEC. The SESEC Operational Group comprises membership of the City of Edinburgh Council, East Lothian Council, Fife Council, Midlothian Council, Scottish Borders Council and West Lothian Council. Scottish Enterprise and SESplan are also represented. Membership is normally at Head of Service / Manager / Principal Officer level or equivalent, subject to the size and composition of the member body. The Forth Valley local authorities (Clackmannanshire, Falkirk and Stirling Councils) are copied into information where appropriate and invited to attend meetings where there are matters of mutual interest. Other key stakeholder agencies engaged in economic development activities at the city region level may be invited to participate for specific topics, for example Skills Development Scotland and regional businesses / business forums.

4.18 SESEC is driven primarily by the need to support the regional economy. It acts as a channel for strategic and policy making activity for the region, including providing strategic leadership for the economic content of the SDP and the skills agenda. SESEC is also tasked with helping to deliver Scottish Cities Alliance priorities such as the City Deal. The group may also address other issues it judges to be important for the region's economy, taking account of capacity constraints. This could include actions arising from Member-led City Region Leadership Groupings for example.

4.19 The SDP2 project teams are managed by the Core Team with advice and guidance sought from the SESplan Operational Group and issues escalated to the SESplan Project Board as and when required. The Chair of SESEC is also invited to participate in Board meetings when these discuss the content and contribute to the shaping of MIR2.

4.20 Throughout 2013 / 2014, engagement with the SESplan Joint Committee was through public SESplan Committee meetings. Both SESplan Joint Committee members and officers agreed that increased engagement with elected members would be beneficial to the development of MIR2 and monthly Joint Committee Workshops commenced in January 2014. The Workshops are private briefing sessions for elected members, providing an opportunity for members to consider and discuss emerging issues. The agendas for the Workshops have been wide ranging and involved key agencies and other organisations including Homes for Scotland, Transport Scotland and economic development colleagues including representatives of the Scottish Cities Alliance.

4.21 Ten Workshops with SESplan Joint Committee members have been held over the course of 2014 / 2015. The Workshops have been successful in increasing elected member engagement in SESplan and its work, building a relationship between the SESplan Joint Committee members and the Core Team.

4.22 MIR2 was considered by SESplan Joint Committee for approval for public consultation in May 2015 (agenda and papers are available [here](#)). An update on the consultation on MIR2 will be provided in the 2015 / 2016 PPF Report.

Defining and Measuring a High Quality Planning Service 5

5 Defining and Measuring a High Quality Planning Service

Open for Business

5.1 SESplan works in partnership with SESEC. This is reflected in the Action Programme, which identifies infrastructure required to support economic development, and the approved plan's support of the Scottish Government's key economic sectors. In the preparation of MIR2, there has been an initial prioritisation of infrastructure requirements which is included in MIR2.

5.2 The SDP1 Action Programme was used to inform Scottish Cities Alliance Strategic Infrastructure Funding (City Deal) research.

5.3 The Joint Committee have endorsed the proposition for SDP2 which places the support of sustainable economic growth at the core of the plan. An economic framework for the city region which will shape MIR2 is being developed in consultation with member authorities and Scottish Enterprise.

5.4 SESplan is working with Scottish Enterprise and Visit Scotland to ensure that SDP2 supports the growth sectors. SESplan and Member Authorities are also working with Scottish Enterprise and other partners to identify appropriate locations for significant business clusters and locations for tourism and recreational developments of national or regional importance.

5.5 In 2013 / 2014, to improve SESplan's understanding of the economy of the city region and inform the preparation of MIR2, Oxford Economics were commissioned to identify economic scenarios for the city region. The work on economic scenarios was used also to influence HNDA2 for SDP2. In addition, research completed on behalf of the Scottish Cities Alliance increased SESplan's understanding of the key sectors within the city region.

5.6 To support the engagement of business interests in the SDP, presentations have been made to the Scottish Property Federation and Edinburgh Property Forum and Quarry Products Association and British Aggregates Association have contributed to the development of the SDP's minerals policies. Homes for Scotland were consulted in the preparation of the Supplementary Guidance on Housing Land and the HMP has informed the preparation of HNDA2.

High Quality Development on the Ground

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

5.8 SDP1 was based on unprecedented growth assumptions and identified thirteen Strategic Development Areas (SDA) across Edinburgh and South East Scotland where further growth should be directed. The six LDPs currently in preparation are planning to deliver that growth.

5 Defining and Measuring a High Quality Planning Service

5.9 The spatial strategy of MIR2 sets out to deliver the vision for SDP2. It must support the creation of outstanding and high quality places to do business, places for successful and thriving communities and a better connected place where constraints are addressed and barriers removed. The spatial strategy must also contribute to community planning outcomes.

5.10 The approved plan supports the development of a strategic green network across the city region and supports the delivery of this through the Edinburgh and Lothian's Green Network Partnership. A project team including representatives from this Partnership, SNH and the Member Authorities was convened to take forward green network issues within MIR2. A survey of the project team on the content of an emerging Green Network Technical Note was undertaken in April 2015.

Certainty

5.11 The SDP and its Action Programme provide the strategic context for the forthcoming LDPs and their Action Programmes. Each of the six Member Authority LDPs are progressing and are anticipated to be adopted by Spring 2017. An update of the approved Action Programme will be undertaken over the Summer of 2015 with a wide ranging review undertaken and an updated Action Programme prepared in support of the Proposed Plan for consideration by SESplan Joint Committee in 2016.

5.12 SESplan updates and publishes its DPS annually. DPS7 was approved by the Joint Committee on 30 March 2015. The programme set out in DPS7 meets statutory requirements for SDP preparation and review.

5.13 The Project Plan for SDP2 was approved by the Project Board on 2 November 2012 and is reflected in DPS7. Project Plans for the individual projects building the evidence base have been also been approved by the Project Board. The delivery of HNDA2 as robust and credible prior to finalising MIR2 was identified as a key milestone in the MIR2 Project Plan.

5.14 SESplan worked with the Key Agencies and Lead Persons to develop the Action Programme in support of the SDP. In 2013 / 2014, the Action Programme was updated in consultation with the Key Agencies and Lead Persons and the updated programme was adopted in September 2013. Regular monitoring and updating of the Action Programme in consultation with these partners will further improve the co-ordination of action and increase certainty for all stakeholders.

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

Defining and Measuring a High Quality Planning Service 5

5.16 In addition, SESplan is working with Transport Scotland and member authorities to improve our understanding of cross boundary transport impacts of development promoted in the approved plan. The outputs of this work will inform future work on infrastructure funding.

Communications / Engagement and Customer Service

5.17 In 2013 / 2014 SESplan introduced the use of Objective software to facilitate the drafting of key documents and the management of consultation with stakeholders. Consultations on the draft Supplementary Guidance, pre MIR consultation to influence SDP2 and HNDA2 were managed through the [SESplan Consultation Portal](#). This portal will be used for all consultations related to the development of SDP2 and supporting documents.

5.18 SESplan launched a new [website](#) with improved functionality in 2013 / 2014. SESplan has also increased use of social media including Twitter (@SESplan) and [Facebook](#) to publicise our work and invite engagement with the SDP. Through the portal and at all events, all those with an interest in SESplan are invited to register and receive email updates and follow @SESplan on the progress of the SDP. SESplan currently has 378 followers on Twitter and 15 likes on Facebook. Data on website hits is to be collected and monitored from June 2015 onwards. In June 2015, the website received 1,836 hits. An update will be provided in the PPF Report for 2015 / 2016.

5.19 All principle documents are made available in braille or minority languages on request.

5.20 The Engagement Strategy for MIR2 was produced to support the publication and consultation of the MIR. The purpose of the strategy is to outline SESplan's proposed approach to ensuring engagement with a range of stakeholders and achieving the aims set out in our Participation Statement. The Engagement Strategy sets out what we will do to raise awareness of SESplan, who the key stakeholders are and how and why we will engage with them. It also provides anticipated outcomes and how we will deal with responses.

5.21 The Engagement Strategy focuses on key stakeholder groups which include but are not limited to: young people, community and voluntary groups, key agencies, house builders, economic forums, Local Authorities, elected members and people who live or work in the SESplan area. The categories are not definitive but considering stakeholders in this way assists in the development of an engagement approach which is appropriate to each group. To maximise exposure and minimise resource use, SESplan will build on and make use of existing engagement networks and events within authorities and partner organisations.

5.22 To achieve maximum exposure a range of methods to promote and engage will also be employed including:

- Development of an eye catching 'branding' or 'slogan' drawing attention to the MIR consultation that is easily understood and gives an indication of the content of the MIR;

5 Defining and Measuring a High Quality Planning Service

- Email / mail-out to those registered with SESplan informing them that the MIR is available and where and when they can comment, asking LDP teams to distribute information to their mailing lists on behalf of SESplan. This mail out will include members of the public and a wide range of groups including community groups and community councils, businesses, consultants and more;
- Press releases throughout the process including pre-consultation, at the beginning of consultation and half way through promoted to national and local newspapers in each area;
- Articles will be offered to partner authorities, partner groups and other key groups for inclusion in their newsletters and social media accounts;
- Articles offered for inclusion in planning magazines including RTPI's The Planner and Scottish Planner;
- Social media, e-bulletin and website - regular promotion and updates through SESplan social media accounts and encourage other partners to assist e.g. retweeting messages, updates on member authorities' websites;
- A summary leaflet / poster that is easily understandable giving key messages and detailing how to make representations;
- A travelling exhibition / display boards in busy public spaces in each local authority area;
- An easily readable non-technical summary version of the MIR;
- Host events that tie in with themes of Place for Communities, Place to do Business and Better Connected Place with related speakers;
- Workshop based events in each local authority for Community Councils;
- Attendance at a meeting with each Community Planning Partnership;
- Host one community drop in event per local authority in libraries or similar to discuss interest or content of the travelling exhibition; and
- Young people awareness raising through workshops focussing on the main ideas of spatial and strategic planning.

5.23 A detailed report on the MIR2 consultation will be included within the PPF Report for 2015 / 2016.

5.24 Internally, sharing information across six Member Authorities can prove challenging. SESplan now utilise Objective Connect which allows for information to be uploaded and notifications provided to nominated representatives. This has allowed data sharing between

Defining and Measuring a High Quality Planning Service 5

project teams members as well as the sharing of agendas and papers with the Project Board and Joint Committee. This has provided many resource efficiencies to the Core Team in that one single point of information sharing is used on a consistent basis.

Efficient and Effective Decision Making

5.25 The SESplan Joint Committee comprises twelve elected members, two from each Member Authority. In 2013, it was agreed that the Convenership of the Joint Committee should be amended to rotate every two years rather than annually. This has increased the continuity of leadership at a political level.

5.26 The Joint Committee has a clear decision making structure set out in its Constitution and Scheme of Delegation. Responsibilities regarding financial matters are set out in SESplan's Financial Regulations. A review of the Constitution, Scheme of Delegation and Financial Regulations was completed in 2011 – 2012 and amendments made to streamline decision making. A SESplan Service Plan and Roles and Responsibilities was implemented in February 2014. The Roles and Responsibilities have been helpful in clarifying the responsibilities and expectations of each level of SESplan governance from the Joint Committee to the Core Team and have allowed for resource efficiencies and reduction in resource overlap. A further review of governance is planned in 2015 / 2016.

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

Effective Management Structures

5.28 SESplan has effective management structures in the Project Board which has overseen the delivery of the first SDP for SESplan in accordance with timescales agreed by the SESplan Joint Committee and within budget. The Project Board is supported by the Operational Group made up of development plan manager of each authority and by the SDP Manager and Core Team.

5.29 In 2013 / 2014, SESplan implemented the recommendations of an Operational Review completed in 2012 / 2013. These included changes following a review of roles and responsibilities the Project Board, Operational (formerly Steering) Group and Core Team.

5.30 A Scheme of Delegation and Operational Standards for the Core Team were agreed by Project Board.

Financial Management and Local Governance

5.31 The annual Operating Budget for SESplan for the forthcoming year is considered and approved by the Joint Committee no later than December each year. Budgets are audited annually and reported to the SDP Joint Committee. Fife Council is Treasurer to SESplan. The Joint Committee approved SESplan's operating budget for 2014 / 2015 on 11 November 2013.

5 Defining and Measuring a High Quality Planning Service

5.32 The Joint Committee requested that the Project Board complete a further review of SESplan's operations in 2013 / 2014. The review focused on cost reduction and process improvement. Following a recommendation of the review, the Joint Committee set a target for 5% saving in SESplan's operating costs in 2014 / 2015, subject to the relocation of the Core Team to accommodation shared with the Planning Service of a Member Authority. The Joint Committee also agreed to undertake such a review annually.

5.33 Budgets are subject to quarterly reporting to the Project Board. Over 2010 / 2011 and 2011 / 2012, savings made have included those on SESplan's accommodation and printing and publication costs.

Culture of Continuous Improvement

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

5.35 Training undertaken this year includes:

- **SP=EED** - The first stage to becoming a qualified SP=EED (Successful Planning = Effective Engagement and Delivery) assessor in May 2015. This will allow future engagement strategies to be assessed for SP=EED. The MIR2 Engagement Strategy is currently being assessed. The second stage of the SP=EED training is anticipated to be completed by the end of 2014 / 2015.
- **Social Media** - Social Media for Planners run by the Improvement Service covering methods for engagement using social media in November 2014.
- **Objective** - This included training on the creation of documents looking at version control as well as ways to circulate drafts of documents for comments within the Member Authorities. Objective is also the chosen solution to publish consultations, with the Team undertaking further training on setting up consultations, ways to structure questionnaires and how to handle representations received.
- **SEA** - Best practice and information sharing on SEA in April 2014.
- **Management** - Senior officers in the team have attended training on performance management in August 2014 and tackling workplace stress in September 2014.

5.36 The Core Team maintains and reports to the Project Board against a Service Plan setting standards and targets for the Core Team. In 2013 / 2014, SESplan implemented the reviewed and updated SESplan Roles and Responsibilities and Scheme of Delegation agreed by the Project Board and Operational Standards for the Core Team. These have clarified the roles of the Board, Board Chair and all members of the Core Team and standards expected.

Defining and Measuring a High Quality Planning Service 5

5.37 The review of the Scheme of Delegation in 2015 / 2016 will help to clarify roles and responsibilities and delegations to the Core Team and within the Core Team further.

5.38 A four weekly work programme setting out priorities and targets for all members of the Core Team is maintained and updated four weekly.

5.39 A lessons log is maintained and was used to inform the Operational Review in 2013 / 2014 and Project Planning for MIR2. The log highlighted lessons related to:

- **Representations** - Processing and handling of representations received on MIR1. This led to the procurement of Objective where representations will be received online. The system allows for representations to be automatically numbered and stored. This has also allowed for resource efficiencies as the Core Team are focused on technical rather than administration matters.
- **Evidence** - Ensuring that a robust and tested evidence base is collated in support of key documents including MIR's and Proposed Plans. This influenced the project planning process for SDP2 and the initiation of project teams.
- **Profile** - The importance of raising the SESplan profile and awareness of strategic planning across the region. This led to the influence the plan awareness raising consultation and the work being undertaken on social media and through the SESplan website.
- **Governance** - The SESplan Constitution, Scheme of Delegation and Financial Rules sets out arrangements for Joint Committee including delegation to officers etc. The governance documents were not consistent or clear with clarification required on what decisions are required to be reported to Joint Committee and what matters are required to be ratified by the member authorities. This led to the initial review of the SESplan suite of governance documents in 2011. A more wide ranging and comprehensive review of governance including clarification on the rotation of the convener is to be undertaken in 2015 / 2016.

5.40 The SDPA Managers meet at regular intervals. A meet and greet of all SDPA teams was held in December 2014. It was agreed to hold such an event bi-annually and a second liaison meeting is being planned for August 2015. The initial meet and greet provided an opportunity for SDPA officers to discuss issues arising of particular relevance to SDP preparation allowing for sharing of good practice and lessons learned. Officers across the four SDPAs have been in regular contact throughout 2014 / 2015 to discuss emerging issues in particular on the preparation of HNDAs and how to deal with housing land supply, engagement and consultation and graphics amongst other matters. Going forward it is recognised that it would be useful to establish an electronic forum where information could be shared across SDPA officers more easily. This will be investigated in 2015 / 2016.

6 Supporting Evidence

6 Supporting Evidence

6.1 This report was compiled, drawing on evidence from the following sources:

- [Strategic Development Plan 1](#) and related documents including:
 - Supplementary Guidance on Housing Land;
 - Strategic Environmental Assessment;
 - Equalities and Human Rights Impact Assessment;
 - Habitats Regulations Appraisal;
 - Action Programme; and
 - Background Technical Notes relating to Spatial Strategy Assessment, Housing, Economy, Transport, Minerals, Waste, Green Belt and Green Network;
- Development Plan Scheme 7 ([DPS7](#));
- SESplan [PPF Report 2013 / 2014](#);
- [SESplan Consultation Portal](#);
- SESplan Governance including:
 - [SESplan Constitution](#);
 - [Scheme of Delegation](#); and
 - [Financial Rules](#)
- [Joint Committee](#) Reports, Decisions and Minutes;
- Housing Need and Demand Assessment 2 ([HNDA2](#));
- [SESplan Website](#), Twitter (@SESplan) and [Facebook](#); and
- SESplan Annual Accounts (available [here](#)).

Service Improvements 2015 / 2016 7

7 Service Improvements 2015 / 2016

7.1 An update on the service improvements identified for 2014 / 2015 as well as service improvements for the coming year 2015 / 2016 have been identified.

7 Service Improvements 2015 / 2016

Service Improvements 2014 / 2015	Comment
1. Relocate the Core Team to co-locate with West Lothian Council Planning Service, which will improve SESplan's access to support services	Core Team relocated in December 2014, allowing for savings to be made in the SESplan Operating Budget.
2. Establish support for GIS by Scottish Borders Council	Scottish Borders Council now provide GIS / mapping services on behalf of SESplan and are retained on a contract basis. Scottish Borders Council have been tasked with leading a project team of all GIS officers from each of the Member Authorities to identify inconsistencies and maintain a SESplan library of data (see Service Improvement 12.).
3. Introduce improved software to facilitate the sharing of information with member authorities and other authorities	Objective Connect in use allowing sharing of information with member authorities. Drafts of MIR2 were shared at regular intervals allowing Member Authorities to download and add comments as appropriate. Agendas and papers for meetings including Joint Committee workshops are shared via Objective Connect.
4. Review the programme of Joint Committee Workshops, Committees and Boards and arrangements for these to improve efficiency and effectiveness	<p>The project plan for MIR2 set out a series of Project Board and Joint Committee Workshops throughout 2014 and 2015. These meetings were scheduled on a monthly basis and allowed for the consideration of the draft and emerging MIR2 as it progressed. This schedule of meetings was reduced from the previous year, where meetings were held every few weeks.</p> <p>In practice, however, the Project Board and Joint Committee required a more intense schedule of meetings to discuss and agree emerging issues and options in particular on the strategy and housing land options as the MIR2 progressed. This involvement of Joint Committee members and senior officers has helped to increase 'ownership' of MIR2 among these groups.</p>

Service Improvements 2015 / 2016 7

Service Improvements 2014 / 2015	Comment
<p>5. Increase engagement with other member authority services, agencies and other stakeholders through Joint Committee workshops</p>	<p>See Paragraph 4.14 onwards.</p>
<p>6. Review the SESplan Scheme of Delegation, Constitution and Financial Regulations</p>	<p>In December 2011, amendments to the Scheme of Delegation, the SESplan Constitution and the Financial Regulations were approved in order to allow greater efficiency in the operational working of SESplan. The key changes were:</p> <ul style="list-style-type: none"> • That the Joint Committee should meet no less than two times per year (rather than 4); • Submission of the Proposed Plan to Scottish Ministers was delegated to the Joint Committee if no modifications are proposed; and • Approval of background documents to support the SDP is delegated to the SDPA. <p>In February 2014, a Service Plan and SESplan Roles and Responsibilities was approved by the Project Board. These provided greater clarity on the governance structure for SESplan. Based on legal advice, it was not considered that a more wide ranging governance review was a priority in 2014 / 2015. This more detailed governance review is planned for 2015 / 2016, see Service Improvement 13.</p>
<p>7. Increased reporting to Project Board and Joint Committee through monthly e-newsletters</p>	<p>To complement the reduced schedule of meetings it was proposed to circulate monthly updates to the Project Board and Joint Committee on the progress of MIR2 but also on any other matters arising, the publication of Government guidance for example.</p> <p>In practice, however, the Project Board and Joint Committee required a more intense schedule of meetings as the MIR2 progressed. The monthly updates were therefore suspended whilst meetings were being held more frequently.</p>

7 Service Improvements 2015 / 2016

Service Improvements 2014 / 2015	Comment
<p>8. Improved engagement of Economic Development services in member authorities and Scottish Enterprise in the SDP through the South East Scotland Economic Community and the SESplan Board</p>	<p>See Paragraph 4.14 onwards.</p>
<p>9. Take forward actions as identified in the Scottish Government's response to the review of SDPAs completed in 2013 / 2014, working in consultation with the Scottish Government, the other SDPA's and other bodies as appropriate</p>	<p>The Scottish Government will encourage SDPAs to work with the RTP1, Improvement Service and Planning Aid Scotland to take stock of effective approaches and share good practice - Continuous liaison and engagement with the RTP1, Improvement Service and Planning Aid Scotland is undertaken through seeking guidance and advice on issues related to the preparation of MIR2 or through training on issues such as social media in planning and SP=EED (See paragraph 5.35).</p> <p>Scottish Government will encourage the SDPAs to consider following the guidance in Circular 2 / 2008: Statutory Guidance on SDPAs, to co-opt others onto SDPA committees, to ensure wider input and engagement - It has not been considered appropriate to co-opt others onto the SESplan Joint Committee. However as set out in paragraph 4.20 onwards the series of Joint Committee Workshops have included other stakeholders and interested parties including Homes for Scotland, Transport Scotland and Scottish Cities Alliance.</p> <p>Scottish Government will encourage SDPAs to work with the Scottish Government and Architecture and Design Scotland to explore how the HNDA can feed into an effective place-making approach to strategic development planning - HNDA2 was assessed as robust and credible in March 2014. The HNDA is a technical assessment used to inform the options set out in MIR2 on housing supply targets and requirements. Considerations on placemaking are discussed in the MIR and explored further within the Spatial Strategy Technical Note. Across the SESplan region there are many unique and attractive places, not least Edinburgh itself as the capital city but also the surrounding natural landscapes and historic environment and individual</p>

Service Improvements 2015 / 2016 7

Service Improvements 2014 / 2015	Comment
	<p>towns, villages and rural areas. A key factor in the success and demand for growth in the region is because of the existing attractiveness of the places within the region. It is therefore essential that change is managed in a manner which preserves or enhances the qualities which make up its uniqueness and attractiveness. As with SDP1, the spatial strategy for SDP2 will have significant implications for many of the existing places within the SESplan region. To accommodate the scale of growth, particularly housing, requires choices to be made about how this is distributed. These choices could have substantial impacts on the character of existing places and environment. It will be the responsibility of the SDP and LDPs to manage these impacts. Further consideration on placemaking including the identification of SDAs and key principles for development within these SDAs will be undertaken at the Proposed Plan stage of SDP2 development. SESplan will seek advice and guidance from Architecture and Design Scotland as the project progresses.</p>
Service Improvements 2015 / 2016	Comment
<p>10. SDPA Liaison</p>	<p>The Scottish Government's response to the review of SDPA's highlighted that Government encourage SDPAs to work together to identify the scope for shared resources and skills development. The SDPA Managers meet at regular intervals.</p>

7 Service Improvements 2015 / 2016

Service Improvements 2015 / 2016	Comment
	<p>A meet and greet of all SDPA teams was held in December 2014. It was agreed to hold such an event bi-annually and a liaison meeting will be held in August 2015. The meet and greet provided an opportunity for SDPA officers to discuss issues arising of particular relevance to SDP preparation allowing for sharing of good practice and lessons learned.</p> <p>Officers across the four SDPAs have been in regular contact since December 2014 to discuss emerging issues in particular on the preparation of HNDAs and how to deal with housing land supply, engagement and consultation and graphics amongst other matters.</p> <p>Going forward it is recognised that it would be useful to establish an electronic forum where information could be shared across SDPA officers more easily. This will be investigated in 2015 / 2016.</p>
11. Customer Feedback	<p>The MIR2 Engagement Strategy sets out that feedback on the consultation events will be sought to enable SESplan to continually improve techniques. Feedback on a corporate basis across all SESplan operations has not been sought on a regular or consistent basis.</p> <p>A format, process and timetable for feedback on all SESplan operations will be investigated and put in place. A feedback survey on the MIR2 consultation will be run towards the end of 2015.</p>
12. GIS and Mapping	<p>Scottish Borders Council have been retained on a contracted basis to provide GIS and mapping support to the SESplan Core Team. Support has been provided throughout the preparation of MIR2.</p> <p>There are inconsistencies in the data held by each of the SESplan Member Authorities, making mapping particular constraints such as housing challenging. Scottish Borders Council have been tasked with leading a project team of all GIS officers from each of the Member Authorities to identify inconsistencies and maintain a SESplan library of data. An inception meeting of all GIS officers and the Improvement Service was held on the 8 June 2015 to take this project forward. This project will be ongoing throughout 2015 / 2016.</p>

Service Improvements 2015 / 2016 7

Service Improvements 2015 / 2016	Comment
13. Governance	<p>Following the approval of the SESplan Service Plan and Roles and Responsibilities in February 2014, a more wide ranging review of all SESplan governance is planned for mid - late 2015. This will include a review and update of the SESplan Constitution, Scheme of Delegation and Financial rules to clarify amongst other matters the delegation to the SESplan Joint Committee and what decisions are and are not required to be ratified, the rotation of the Convener and Vice Convener and the delegation to the Convener and Vice Convener.</p> <p>The updated governance documents are to be reported to SESplan Joint Committee towards the end of 2015.</p>
14. Performance Reporting	<p>The SESplan Constitution requires the preparation of an Annual Report to the SESplan Joint Committee on the key achievements over the preceding year. The Annual Report also includes details of all decisions made by the SESplan Joint Committee and which were ratified by each of the SESplan Member Authorities. There is much overlap with the information collated and presented within the annual PPF Reports.</p> <p>For 2015 / 2016, the amalgamation of the SESplan Annual Report and PPF Report will be investigated, thus reducing any overlap and providing resource efficiencies to the SESplan Core Team.</p>
15. Elected Member Engagement	<p>The SESplan Core Team meets with the SESplan elected members on a regular basis. The Team have also offered briefings to elected members in each of the Member Authorities. This would help to promote the work of SESplan and provide an opportunity for further dialogue on the value of the SDP and its relationship to LDPs. A more formal schedule for elected member engagement in each of the Member Authorities will be investigated as part of the work on the SESplan Engagement Strategy and Participation Statement.</p>

7 Service Improvements 2015 / 2016

Service Improvements 2015 / 2016	Comment
16. SDP Review	Scottish Government will work with the SDPAs to support the effective implementation of the refreshed HNDA guidance and, following completion of all four HNDAs in SDP areas, undertake a stocktake together with the authorities. SESplan are awaiting further details.

Workforce and Financial Information 8

8 Workforce and Financial Information

8.1 The SESplan Core Team consists of three permanent and two temporary members of staff - SDP Manager, Lead Officer, Planner (two posts, one permanent and one temporary) and Student Planner (year out placement).

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

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

		DM	DP	Enforcement	Other
Managers ⁽²⁾	No. Posts		1		
	Vacant				
Main Grade Posts	No. Posts		4		
	Vacant				
Technician	No. Posts				
	Vacant				
Office Support / Clerical	No. Posts				
	Vacant				
Total			5		

Staff Age Profile	Number
Under 30	1
30 - 39	3

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

8 Workforce and Financial Information

Staff Age Profile	Number
40 - 49	
50 and Over	1

8.3 SESplan is funded equally by the six member authorities with the Operating Budget for 2014 / 2015 approved at SESplan Joint Committee on the 18 November 2013. The total costs (both direct and indirect) over the financial year 2014 / 2015 were identified as £339,488. These costs were met through member contributions (set at £49,000 (excluding VAT) per authority, totalling £294,000), revenue from sales of plans (£1,250) and a carry forward from financial year 2013 / 2014 (£44,238).

8.4 The SESplan Joint Committee also agreed to set a target for a 5% reduction in the SESplan Operating Budget from financial year 2014 / 2015 onwards, with regular reports on progress brought to the Joint Committee for consideration.

	Total Budget	Costs		Income ⁽³⁾
		Direct ⁽⁴⁾	Indirect ⁽⁵⁾	
Development Management				
Development Planning	£339,488	£220,000	£119,488	£1,250
Enforcement				
Other				
Total	£339,488	£220,000	£119,488	£1,250

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

5 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.

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



SESplan

The Strategic Development Planning Authority
for Edinburgh and South East Scotland



HAPPY TO TRANSLATE

ترجمہ کے لئے حاضر آماندہر سہے অনুবাদ کرر

بسعندا توفیر الترجمة MOZEMY PRZETŁUMACZYĆ 很樂意翻譯

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