

For Decision	
For Information	✓

## ITEM 7 – SESplan STAKEHOLDER STRATEGY

Report by: Ian Angus, SDP Manager

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### Purpose

This report presents the draft SESplan Stakeholder Strategy to the SESplan Joint Committee for consideration and noting.

### Recommendations

It is recommended that the SESplan Joint Committee:

1. Notes the draft Stakeholder Strategy; and
2. Notes that key stakeholders will be invited to comment on the draft Strategy.

### Resource Implications

As set out below.

### Legal and Risk Implications

All risks are detailed in the SESplan Risk Register and reported to Joint Committee on an annual basis.

### Policy and Impact Assessment

No separate impact assessment is required.

#### 1. Background

- 1.1 The recent consultation on the SESplan Main Issues Report saw an increase in participation by stakeholders in the SDP. There is an opportunity for SESplan and the member authorities to capture this interest and further develop working relationships with all stakeholders.
- 1.2 The aim of the strategy is to encourage and support the greater involvement of all those with an interest in the future of the area in the development planning process. Improved stakeholder involvement throughout the process is expected to broaden understanding and ownership of what is produced, which will support the delivery of the spatial strategy including in areas of change.

- 1.3 Effective stakeholder involvement has the potential to improve perceptions and increase trust in the process, improve understanding and establish realistic aspirations among stakeholders and to reduce the likelihood of disputes and objections at SDP Proposed Plan, Local Development Plan or development management stages.
- 1.4 The Stakeholder Strategy is a long term strategy setting out a commitment to the continuous improvement of engagement in the SDP and the development plan. The strategy is informed by and builds on SESplan's experience to date including recent engagement in MIR2.
- 1.5 The key stakeholder groups identified in the strategy will be invited to comment on the draft Stakeholder Strategy. Comments on the strategy will also be invited through the SESplan website and from all those registered with SESplan. These comments will inform the development of the strategy and the programme of engagement around the Proposed Plan.

## **Appendices**

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Appendix 1                      SESplan Stakeholder Strategy

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## **APPENDIX 1 – SESPLAN STAKEHOLDER STRATEGY**

### **Introduction**

The SESplan Participation Statement contained in Development Plan Scheme 8 sets out that:

***‘We will raise awareness of Strategic Development Planning in SESplan while engaging and involving key stakeholders throughout the plan making process.’***

This Stakeholder Strategy develops this statement by setting out how we will achieve the aims of greater awareness and involvement of stakeholders throughout the process.

The Stakeholder Strategy seeks to build on the successes and lessons from the Main Issues Report in 2015 and earlier consultation processes. In particular, the strategy sets out how we will develop the relationships formed with stakeholders during the Main Issues Report consultation, generate further interest among stakeholder groups who have had little involvement to date and set out how we can support the embedding of more continuous or sustained engagement in the development plan process.

The strategy will guide the continuing involvement of stakeholders in SESplan’s work and form the framework for engagement plans for focussed action in periods such as consultations around Main Issues Reports and the Proposed Plan period for representations.

### **Overview**

The consultation on the Main Issues Report over summer and autumn 2015 set out to engage a greater number and broader range of stakeholders in the strategic development plan than had been involved previously. Good progress was made. The consultation attracted a greater number of responses than previous SESplan consultations. Community councils, community groups and individuals accounted for a significantly increased proportion of responses compared to in previous consultations and, overall, the responses more fully reflected the range of stakeholders with interests in the plan than in the past. Despite this good progress, the number of individuals and community groups engaged in the process remained low compared to the number to whom the plan will be relevant. It is also notable that there are several underrepresented groups, such as young people, who are little involved in the Strategic Development Plan and seldom heard in the development planning processes generally. It is considered that the plan and action to deliver the strategy set out in that will be strengthened by continuing to increase the involvement of individuals, community groups and others throughout the process and facilitating the greater involvement of stakeholder groups whose views are seldom heard.

Feedback from the consultation pointed towards a number of obstacles to engaging in strategic planning. In particular, it appears complex and conceptual in nature and often seemed that there is a need for prior knowledge of the background and processes. A desire

for more continuous involvement throughout the SDP and LDP plan making process was also evident.

The experience of the recent MIR consultation reported by our stakeholders is consistent with the findings of the [Scottish Government's review of Strategic Planning](#) conducted in 2014. This concluded that there is scope to do more to build greater engagement and awareness among the wider community of the key strategic decisions and the reasons behind them.

The Community Empowerment (Scotland) Act 2015 introduces a number of provisions which aim to enable communities to better influence and shape the delivery of public services. Whilst much of the Act may not directly impact on the work of SESplan, it is important to demonstrate suitable engagement with communities consistent with Scottish Government's aspirations.

The Strategy seeks to address these issues.

**The key aims of the strategy are to:**

- Engage a greater number of stakeholders overall;
- Improve the engagement of all stakeholders in the development plan including those whose views are seldom heard;
- Involve greater numbers of young people in the development plan;
- Give stakeholders the tools and knowledge to make meaningful contributions and remove the barriers to their engagement in the process; and
- Create improved opportunities for partners such as Key Agencies and 'immediate stakeholders' to contribute to the process.

**What will the strategy do:**

- Provide a framework within which we will involve stakeholders;
- Inform the development and maintenance of better relationships with stakeholders;
- Increase knowledge and awareness of SESplan and the Strategic Development Plan;
- Build on key aspects of the lessons learned from the earlier engagement in the Strategic Development Plan;
- Build on the Participation Statement of the current Development Plan Scheme and legislative requirements;
- Act as a tool for all consultation activities in the future;
- Be the basis for preparation of 'Engagement Action Plans' at key plan stages; and
- Define engagement options, targets and methods for monitoring.

## **The Stakeholders**

It is important to define what is meant by 'stakeholders'. It is a broad and diverse group and essentially includes anyone who the work of SESplan will have an impact on. In general this means people who live or work in the region and those who carry out business, development or investment in the region but also includes elected members/ politicians, the six member local authorities and key agencies.

It is considered that there are four principal groups of stakeholders. These can be defined as:

- **Immediate stakeholders** – The six SESplan member authorities' elected members and officers;
- **Partnership stakeholders** – Key Agencies, Scottish Government, City Region Deal networks, community planning partnerships and other local/regional agencies;
- **Community stakeholders** – Community Councils, community groups representing specific interests or areas, young people and the wider public; and
- **Industry stakeholders** – Industry bodies, house builders, developers and investors

The groupings are not definitive but assist in the development of our approach. All of the stakeholders within these groups have important roles to play in shaping strategic planning within the region.

Table 1 forms the basis of involvement for each of the identified groups.

## **Review**

The Strategy will be reviewed on an annual basis alongside the Development Plan Scheme to ensure it remains up-to-date and can incorporate improvements and changes.

## **Next Steps**

The Proposed Plan representation period will be facilitated by an Engagement Action Plan taking account of the aims and actions detailed in the Stakeholder Strategy. Progress in implementing the strategy will then be monitored against the targets for 2016/17.

**Table 1 - Actions specific to each stakeholder group**

Stakeholder Group	Stakeholder	Aim	Actions	Targets 2016/17
Community stakeholders	Community Councils (SESplan has around 231 active Community Councils)	<ul style="list-style-type: none"> <li>• Continue to increase participation numbers</li> <li>• Increase knowledge and improve understanding</li> <li>• Enable Community Councils to encourage greater involvement with wider community</li> <li>• Improve user experience of interacting with SESplan consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide materials which allow Community Councils to inform their communities about SESplan at key stages.</li> <li>• Invite representatives to take part in relevant workshops and events throughout process.</li> <li>• Keep Community Councils informed at key stages through email/website/social media and letter.</li> <li>• Ensure all material and means of responding are as accessible and helpful as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce materials 'pack' for Proposed Plan Engagement</li> <li>• Good attendance by Community Councils at Proposed Plan events</li> <li>• Almost all representations are submitted through the consultation portal</li> <li>• The level of enquiries via email and telephone reduced from Main Issues Report period.</li> <li>• Produce Proposed Plan in an easy to read style.</li> </ul>
Community stakeholders	Community groups (there are a high number of different groups representing specific interests and/or geographic areas.)	<ul style="list-style-type: none"> <li>• Continue to increase participation numbers</li> <li>• Increase number of contacts SESplan has for groups within the region</li> <li>• Improve user experience of interacting with SESplan consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all material and means of responding are as accessible and helpful as possible.</li> <li>• Work with member authorities to approach and involve local groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Good attendance at Proposed Plan events</li> <li>• Almost all representations are submitted through the consultation portal</li> <li>• Increased sign up to mailing list and social media</li> <li>• Produce Proposed Plan in an easy to read style.</li> </ul>
Community stakeholders	Young People	<ul style="list-style-type: none"> <li>• Facilitate young people's involvement and interest in planning in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Explore setting up an initiative, such as Youth Engagement in Planning (YEP) or similar, to</li> </ul>	<ul style="list-style-type: none"> <li>• Jointly set up long term project with a member or member authorities on youth engagement</li> </ul>

			engage young people in all development plans with member authorities and PAS (Planning Aid for Scotland).	in whole development plan process post Proposed Plan.
Community stakeholders	Individuals (including working age adults)	<ul style="list-style-type: none"> <li>• Improve user experience of interacting with SESplan consultations</li> <li>• Increase long term levels of involvement and understanding evident at key consultation stages.</li> <li>• More motivation to take part but fewer objections.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all material and means of responding are as accessible and helpful as possible.</li> <li>• Design forms/questions most likely to be used by working age adults, for example, tick boxes over predominantly written submission.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce Proposed Plan in an easy to read style.</li> <li>• Increase media presence including press and social media</li> <li>• Make representation form convenient to complete</li> <li>• Increased participation at events</li> <li>• Increased sign up to mailing list and social media</li> </ul>
Partner stakeholders	Key agencies	<ul style="list-style-type: none"> <li>• Greater involvement at plan writing stages in a participatory role rather than as a consultee</li> </ul>	<ul style="list-style-type: none"> <li>• Involve in workshops at key stages</li> <li>• Provide regular updates on plan and invite comment</li> </ul>	<ul style="list-style-type: none"> <li>• Engage Key agencies outwith set consultation period including regular discussions and key workshops during plan preparation</li> <li>• High level of support expressed in representations to Proposed Plan</li> </ul>
Partner stakeholders	Community Planning Partnerships	<ul style="list-style-type: none"> <li>• Improved understanding and sharing of information between strategic planning and community planning process in SESplan.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop relationships with CPPs, invite to comment on plans and contribute in relevant workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• Create 'matrix' document which shows how the Proposed Plan and Action Programme aligns with /affects current Community Plans and helps to deliver these.</li> <li>• Attendance of Community Planning Partners at information events</li> <li>• Established list of main planning contacts within the partnerships</li> </ul>
Partner stakeholders	City Region Deal	<ul style="list-style-type: none"> <li>• Alignment between strategies to ensure there is a clear relationship between the aims of city region</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure background information is shared between SESplan and city region deal team where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage with officers involved in City Region Deal, inviting them to contribute to the</li> </ul>

		deal and the plan and action programme.	<ul style="list-style-type: none"> <li>Involve at all key stages by inviting to participate.</li> </ul>	<p>Proposed Plan, comment on drafts and participate in workshops and events.</p> <ul style="list-style-type: none"> <li>Information sharing is effective</li> </ul>
Industry stakeholders	Industry bodies	<ul style="list-style-type: none"> <li>Increase involvement and improve understanding of SESplan's objectives.</li> <li>Fewer objections to proposed plans.</li> </ul>	<ul style="list-style-type: none"> <li>Invite to participate in workshops.</li> <li>Involve in face to face discussions.</li> <li>Continue to engage with industry bodies such as Homes for Scotland</li> </ul>	<ul style="list-style-type: none"> <li>Less formal objections from industry bodies, developers and landowners on the Proposed Plan</li> </ul>
Immediate stakeholders	Elected members (beyond those involved in SESplan Joint Committee)	<ul style="list-style-type: none"> <li>Involve earlier in the process before ratification, lessening risk of non-ratification</li> <li>Improve knowledge of presence and purpose of SDP and relationship to Local Development Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Explore member briefing sessions for each council</li> <li>Ensure updates and information is widely circulated about stages and process of plan.</li> </ul>	<ul style="list-style-type: none"> <li>Member briefings held prior to ratification.</li> </ul>

