

Report for Resolution

Report to Executive
9 December 2009
Report of Head of Planning and Regeneration
Subject Review of the Local Development Scheme 2009

8

Purpose

To consider and approve a revised Local Development Scheme - the work programme for the local development framework.

Recommendations

Approve the Local Development Scheme for submission to the Government Office Go East.

Financial Consequences

There are no direct financial consequences of this report.

Risk Assessment

The local development scheme is a work programme for the LDF. It is also the basis on which the progress in meeting milestones is measured by local indicators (using former BVPI 200a (maintaining a three-year LDF programme) and 200b (meeting milestones in the current LDS). The government office also regularly monitors progress on the LDF. There are risks to delivering this programme. While the council is required to ensure delivery of a local development framework for Norwich, maintaining progress on the programme will be affected by resources available to the LDF programme.

Strategic Priority and Outcome/Service Priorities

The report helps to meet the strategic priority “Strong and prosperous city – working to improve quality of life for residents, visitors and those who work in the city now and in the future” and the service plan priority to deliver the local development framework.

Executive Member: Councillor Morrey - Sustainable City Development

Ward: All

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Background Documents

Local Development Scheme, adopted 2007

Report

Introduction

1. The Local Development Scheme is part of the Local Development Framework. It is basically a programme document, which has to be submitted to Government Office for approval and which provides the project plan for preparation of the various documents within the Local Development Framework. It has to include certain standard material about each local development document and also about the authority's intended programme. Once approved it will be placed on our website and made available in printed form for the public to refer to.
2. The current Local Development Scheme was submitted to government in June 2007. Since then the Town and Country Planning regulations have been amended, changing the milestones to which the work programme relates. Supplementary Planning Documents are no longer required to be included in this document.
3. This report recommends that Executive approves a revised local development scheme to maintain a three-year LDF work programme. It is attached as Appendix 1. This incorporates various changes agreed following consideration by the LDF Working Party on 23 November 2009.
4. The three-year forward programme was also presented to the city of Norwich Partnership delivery board, at its meeting on 24 November 2009, allowing for some discussion of the work programme proposed with key stakeholders.

Revisions to the 2009 Norwich local development scheme

5. The Local Development Scheme identifies the work programme of the Joint Core Strategy, the Site Allocations Plan, the City-wide Development Management Policies Plan and the Northern City Centre Area Action Plan.
6. Following a decision by Executive on 8 July 2009, an area action plan for the Norwich Research Park and the University of East Anglia, planned to be prepared jointly with South Norfolk Council, was removed from the LDF work programme proposed. Instead, co-ordinated masterplans and planning briefs will be brought forward. Details of these documents do not need to be included within the Local Development Scheme. It is for this reason that timetables for the production of the St Stephen's Street Area masterplan are also not included within the LDS.
7. The timetables for the production of emerging documents have been revised to reflect recent progress and estimates of resources likely to be available.

Consequences of the revised local development scheme

8. Members should be aware that the government uses a system for allocating resources through the Housing and Planning Delivery Grant according to the perceived 'efficiency' of individual councils. This submitted revision of the Local Development Scheme may be used by government to assess effective

delivery of the various policy documents identified. Hence it is important that the Local Development Scheme should not be over-ambitious in relation to resources available, to ensure the targets being set are realistic.

LOCAL DEVELOPMENT SCHEME FOR NORWICH

2009 to 2012

REVISED

November 2009

1. **Introduction**

- 1.1 The Planning and Compulsory Purchase Act of 2004 requires local authorities to produce a range of documents to guide future development in Norwich. These documents are called the Local Development Framework (LDF) and form the development plan for Norwich. In this document, the Local Development Scheme (LDS), identifies the programme for producing these documents. It covers from 2009 to 2012 and this document will be effective from 1st January 2010. This document has been produced using knowledge from previous development plan document production, guidance from the Planning Inspectorate on examination timelines and guidance from GO-East.
- 1.2 The Regional Spatial Strategy for the East of England was adopted in May 2008. This is called the East of England Plan and forms part of the development plan for Norwich. The LDF will need to conform in general terms with the East of England Plan.
- 1.3 The East of England Plan also required Norwich, South Norfolk and Broadland councils to work together. The Greater Norwich Development Partnership (GNDP) was formed to prepare the Joint Core Strategy and to coordinate work on other relevant documents.
- 1.4 The local planning policy documents are known as **Local Development Documents (LDDs)** and will include the range of documents listed below:
 - **Development Plan Documents (DPDs)** - will include the Joint Core Strategy, the Development Management Policies, Site Allocation Proposals and Area Action Plans. Each may include proposal maps.
 - **Statement of Community Involvement (SCI)** – this shows how the community will be involved in planning decisions.
 - **Supplementary Planning Documents (SPDs)** – provide additional detail on how policies will be implemented.

In addition there is an **Annual Monitoring Report (AMR)** to provide information relating to progress on the Local Development Framework.
- 1.5 The **City of Norwich Replacement Local Plan** was adopted on 30th November 2004 and the policies currently in use have been ‘saved’ until the Development Management Policies document is adopted.
- 1.6 The **Statement of Community Involvement** for the City of Norwich was adopted in January 2007 but is currently being updated, due to be completed in March 2010. This shows how the council will involve people in planning decisions.
- 1.7 This LDS is being updated due to changes in planning regulations in 2008 and again in 2009. The main changes under these regulations

are that there should be early involvement in producing DPDs and that supplementary planning documents and the Statement of Community Involvement no longer need to be included in the LDS.

2. Purpose and Scope of the Local Development Scheme

2.1 This LDS has five main purposes :

- to set out what documents will be prepared and their purpose;
- to state which documents will be statutory parts of the development plan (DPD's);
- to indicate which parts of the present Replacement Local Plan will be replaced by each document;
- to identify any documents requiring joint working with other authorities;
- to show the planned timetable for production of each document.

2.2 This scheme will be published to show the priorities for production of future documents and the timetable for their production. It will be reviewed, if necessary following publication of the Annual Monitoring Report, each year. The Council would welcome any comments relevant to the document and future revisions of it.

2.3 **Development Plan Documents** (DPD's) are those that formally constitute part of the development plan for the area. As such, each of these documents will be subject to formal public consultation and examination before an independent Inspector. The report of the Inspector will be binding on the authority in adopting the relevant DPD.

2.4 Each DPD will need to be accompanied by certain supporting statements :

- to show that it conforms with the Regional Spatial Strategy;
- a Sustainability Appraisal;
- an explanation of the steps taken to involve the public in relation to the Council's adopted SCI;
- an explanation of how the document relates to and replaces policies in the 'saved' Replacement Local Plan.

3. Outline of the Norwich LDS (2009 - 2012)

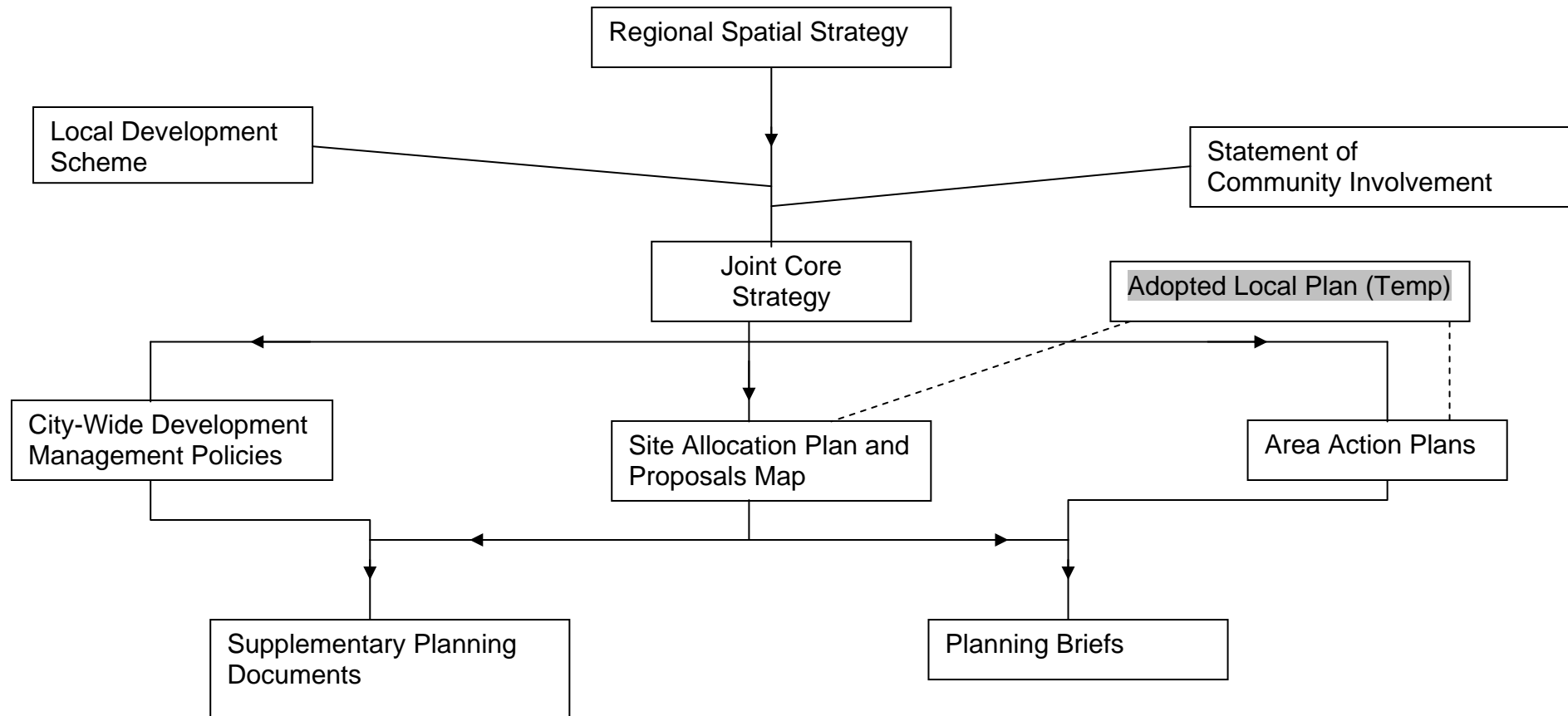
- 3.1 The **Joint Core Strategy** for the Norwich Area will be prepared over the period covered by this LDS – 2009 to 2012. It will be a joint document covering the Greater Norwich area and providing a long term vision, objectives and spatial strategy for development of Norwich and its surrounding area. This document is therefore at the heart of the LDF for Norwich.
- 3.2 It will consider:
- National policy, the RSS, the community strategies for the whole area and the evidence base (see section 5 below)
 - The objectives of sustainable development and a pattern of development which will produce sustainable communities
 - The means by which the New Growth Point objectives can be delivered and monitored effectively
 - An implementation framework with clear objectives for achieving delivery.
- 3.3 The **Site Allocation Plan** is being prepared alongside the Joint Core Strategy, but following just one stage behind it. This plan will be developed by each District separately, though using a coordinated approach, based on the Joint Core Strategy and in the same period. It will be important in interpreting the Joint Core Strategy more directly for sites and locations in the City.
- 3.4 The **Development Management Policies Document** will also follow behind the Joint Core Strategy and Site Allocation Plan. The Site Allocation Plan will be ahead of this document by at least one stage. Before work commences on this plan, the Joint Core Strategy will have reached the regulation 27 consultation stage.
- 3.5 An **Area Action Plan** is being prepared for the Northern City Centre Area, which is a specific area of intensive change and redevelopment. This document is already well advanced with the public examination taking place in November 2009. It is noted by the council that this document will be brought forward in advance of the Joint Core Strategy, but the reason for advancing this work is to promote regeneration of an area that has been blighted for some time by dereliction and unused sites.
- 3.6 In the previous LDS it was reported there would be an Area Action Plan for the growth of University of East Anglia (UEA). This has been removed from the LDS and will now take the form of a masterplan instead.

- 3.7 The Joint Core Strategy, Site Allocation Plan and the Area Action Plan will each require an updated **Proposals Map** to be published to show their proposals in map form. The Proposals Map itself does not form a separate document, but is part of the LDF. It is envisaged that the new Proposals Map will thus evolve over time to show the new policies. It will be maintained on the Council's website in its adopted form. The Proposals Map is shown on the project plan (section 6.5), but is not a separate document.
- 3.8 A Planning Brief is proposed to be prepared for the East Norwich Regeneration Area. This will follow the approval of a Masterplan for this area and, it is hoped, will translate that Masterplan into policy guidance.
- 3.9 The City Council intends that the **Annual Monitoring Report** will include a summary of progress on the targets set out in the Replacement Local Plan (and any subsequent Area Action Plan, or LDDs) as well as monitoring the progress on producing the plans identified in this LDS. It will reflect surveys and other assessments up to the end of the financial year. It will contribute to the annual review of this LDS to show whether the proposed timetable has been achieved and whether new documents are necessary to address new issues that may be identified.

4 Conformity of Local Development Documents

- 4.1 The different documents are required to conform to the overall regional strategy and fit together in a hierarchy. When produced, the Joint Core Strategy will be the primary document to which the other development plan documents will conform. Until the Joint Core Strategy and other development documents are produced Supplementary Planning Documents will conform to the 'saved' policies of the adopted Local Plan.
- 4.2 The diagram below shows how different documents relate to each other and how the documents conform to each other.

CONFORMITY OF LOCAL DEVELOPMENT DOCUMENTS



[NB The Adopted Local Plan is temporarily included as it will be the basis of strategic guidance for the Area Action Plans and the Proposals Map changes until the Joint Core Strategy is adopted. Once that stage is reached this will be removed from the diagram of conformity]

5 Background Documentation

- 5.1 The Local Development Documents (LDD's) will establish the three authorities' planning policies for managing development. However, a range of background work has to be undertaken, to provide the base evidence for the Local Development Framework and especially the Joint Core Strategy. Some of this background work already exists, but the majority of it has recently been commissioned to enable the information to be gathered on a common basis for the whole of the Greater Norwich area.
- 5.2 We expect to produce the following Background Documents (or in some cases they are already published), many of them jointly with the other three (or more) authorities within the Greater Norwich Development Partnership. They will form an evidence base for the Joint Core Strategy:

Housing

- Strategic Housing Land Availability Assessment (joint Greater Norwich Area study, due to be published late 2009);
- Greater Norwich Housing Market Needs and Stock Condition Survey (ORS) (joint Greater Norwich Area document, February 2007);
- Greater Norwich Housing Market Appraisal (joint Greater Norwich Area study, 2007);

Employment/Retail

- Employment Growth and Employment Sites and Premises Study (ARUP, May 2008) This included both the Employment Growth Study and an Employment Sites and Premises Review;
- Greater Norwich Retail and Town Centres Study (GVA Grimley, October 2007);

Infrastructure/Transport

- Norwich Area Transportation Strategy (2004);
- Norwich Area Transportation Study Plus Implementation Plan (joint study for the Joint Core Strategy, completed by Mott MacDonald September 2009);
- Greater Norwich Public Transport Requirements of Growth (joint study, completed by Mott MacDonald November 2008);

- Greater Norwich A47 Southern Bypass Junctions – Capacity Assessment Report (completed by Mott MacDonald, November 2008);
- Greater Norwich Public Transport Requirements of Growth: Technical Note – Appraisal of Emerging Option (joint study, completed by Mott MacDonald, December 2008);
- Greater Norwich Green Infrastructure Study (joint study, completed November 2007 by Chris Blandford Associates);
- Greater Norwich Green Infrastructure Delivery Plan (joint study completed by the Landscape Partnership, August 2009);
- Norwich Growth Area – Infrastructure Need and Funding Study (joint study completed by EDAW, December 2007);

Energy/Natural Environment

- Strategic Flood Risk and Surface Water Strategy (phase 1 completed, Nov 2006 as a joint Greater Norwich area study with North Norfolk and the Broads Authority as well; phase 2 commissioned);
- Greater Norwich Water Cycle Study (joint study commissioned by the three authorities with the County Council. Stage 1 completed October 2007, Stage 2 commissioned);
- Norwich Open Space Needs Assessment;
- Sustainable Energy Study (joint study by ESD, May 2009);

Other documents

- Sustainability Appraisal Scoping Report – background information to form a baseline for the Sustainability Assessment of the Joint Core Strategy (to be prepared);
- Appropriate Assessment (task 1, 2008 and task 2, August 2009);
- Feasibility Study for a Conference Centre and Concert Hall for the Greater Norwich Area (TourismUK, November 2008);
- Ideopolis: Knowledge City Regions – Enabling Norwich in the Knowledge Economy (study by the Work Foundation).

5.3 As part of the Annual Monitoring Report, consideration will be given to whether additional documents need to be produced to address particular issues, or whether review of some of the background documents needs to be brought forward.

- 5.4 Other strategies that will be considered within the plan making processes are the **Corporate Plan 2008-2010**, the **Sustainable Community Strategy 2008-2020** and the **Community Engagement Strategy (2009)**. The Community Engagement Strategy was produced by the council in May 2009. This strategy will be followed through the revised statement of community involvement when producing the local development framework.
- 5.5 The next section of this document looks at the detailed work plan of each Development Plan Document.

6. Development Plan Documents

6.1 Joint Core Strategy for Norwich Area

What is the purpose of the Document?	To provide the strategic vision, objectives and strategy for future development of the Norwich Area, to accommodate growth in accordance with the Regional Spatial Strategy and to coordinate policies between the three District authorities.
What geographical area will it cover?	The three Districts of Broadland, Norwich and South Norfolk
Will it be a Development Plan Document?	Yes
Will this document require a joint approach with other authorities?	Yes with Broadland and South Norfolk and Norfolk County Council
To what will this document conform?	National policies and Regional Spatial Strategy
Which Part of the Replacement Local Plan will this replace?	Chapter 1; the 'Strategic Context ' of each subsequent chapter; certain key strategic policies (see para 6.2 above)
Milestones Commencement Prepare Issues/ Options + Consult Consultation on Regulation 25 – Technical consultation Further Consultation - Reg 25 Soundness test – Reg 27 Submission Pre-Hearing Meeting Examination Adoption	January 2007 March 2007 – February 2008 Jun 08 to Sept 08 Mar 09 to Jun 09 Nov 09 to Dec 09 Feb 10 Sept 10 Oct 10 Dec 10
How will the document be reviewed?	The four Councils will seek to coordinate their Annual Monitoring Reports to comment on any issues for the Joint Core Strategy in a joint section of each document. This will indicate when any significant strategic issues trigger the need for a review.

6.2 Site Allocation Plan

What is the purpose of the Document?	To bring forward the results of a Housing Land Availability Assessment and to ensure suitable sites are allocated for housing and employment and other types of development over the period to 2021.
What geographical area will it cover?	The whole of the City of Norwich
Will it be a Development Plan Document?	Yes
Will this document require a joint approach with other authorities? If so, which authorities?	Possibly some joint working in assessing needs and opportunities, but the Site Allocation Plan will be a City Council document.
To what will this document conform?	National policies, Regional Spatial Strategy and Joint Core Strategy
Which part of the Replacement Local Plan will this replace?	<p>Policies EMP6 and EMP9 to 14</p> <p>Policy TVA5</p> <p>Policy SHO4-6 and SHO13</p> <p>Policies HOU8, 9, 10, 11 and 12</p> <p>Policies AEC4- 6</p> <p>Policy SR5</p> <p>Policy TRA2</p> <p>Policies CC4, 5, 8, 9, 10, 12, 14</p>
Milestones Commencement Prepare draft plan Consultation 1 – Reg 25 Consultation 2 – Reg 25 Soundness test – Reg 27 Submission Pre-Hearing Meeting Examination Adoption	<p>Feb 09</p> <p>Jan to Feb 09</p> <p>Nov 09 to Jan 10</p> <p>Aug to Oct 10</p> <p>Jul to Aug 11</p> <p>Oct 11</p> <p>Dec 11</p> <p>Jan 12</p> <p>July 2012</p>
How will the document be reviewed?	The Annual Monitoring Report will comment on the rate of housing development and the rate of bringing sites forward and the next submitted LDS will initiate a review when necessary.

6.3 Northern City Centre Area Action Plan

What is the purpose of the Document?	To provide a planning and design context for the redevelopment of the area of Anglia Square, the vacant sites adjoining it, and the land between Magdalen Street and Whitefriars, which is vacant or may become so.
What geographical area will it cover?	An area bounded by the River Wensum in the south and west, and the line of the City Wall in the north and east. Exact boundary to be determined but includes Anglia Square, Sovereign House and Gildengate House, vacant sites to the west and north of them, St Saviours Lane and Fishergate sites and other sites for redevelopment in the area.
Will it be a Development Plan Document?	Yes
Will this document require a joint approach with other authorities?	No
To what will this document conform?	National policies and existing adopted Local Plan strategic policies.
Which Part of the Replacement Local Plan will this replace?	Will replace allocations HOU9 A22, HOU10 A39, HOU8 C9, HOU12 A19, HOU9 A48, HOU9 A24, EMP16.2 and policies SHO4, SHO5 and CC8
Milestones Commencement Prepare Issues/ Options + Consult Consultation on Preferred Option (Draft Plan) Pre-submission consultation Submission Pre-Hearing Meeting Examination Adoption	November 2005 Jul 06 Dec 08 – Feb 09 May – Jun 09 Jul 09 Sept 09 Nov 09 Mar 10
How will the document be reviewed?	Progress in implementing the plan would be assessed through the Annual Monitoring Report and revised plans brought forward if development does not happen, or if its form needs to be varied.

6.4 City-wide Development Management Policies

What is the purpose of the Document?	To provide clear primary policies for each topic that affects development management decisions and is not covered by the national or regional policy framework or the Joint Core Strategy.
What geographical area will it cover?	The whole of the City of Norwich
Will it be a Development Plan Document?	Yes
Will this document require a joint approach with other authorities?	No
To what will this document conform?	National policies, Regional Spatial Strategy and Joint Core Strategy.
Which Part of the Replacement Local Plan will this replace?	The general policies of the plan, in particular those applying across the whole City and listed at the front of Appendix 5 of the adopted local Plan.
Milestones Commencement Prepare document Consultation – Reg 25 (1) Consultation – Reg 25 (2) Soundness test – Reg 27 Submission Pre-Examination Meeting Examination Adoption	Apr 2010 Apr – Jun 10 Aug - Sep 10 Apr - May 11 Jan – Feb 12 Apr 12 Jun 12 Aug 12 Dec 12
How will the document be reviewed?	The Annual Monitoring Report will comment on any issues for the City-wide Development Management Policies and the next submitted LDS will then initiate a review, if necessary.

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7. Resources

- 7.1 The arrangements for preparing the Joint Core Strategy for the Greater Norwich area require a strong framework of cooperative working between the three authorities. To that end, the Greater Norwich Development Partnership which was set up in October 2006 to coordinate work on the New Growth Point for Norwich, will take responsibility for coordinating the preparation of the Joint Core Strategy between the three Districts. This consists of a Policy Group (members appointed by the three authorities plus Norfolk County Council and the Broads Authority) and a Directors' Group (again the senior management staff from the three authorities plus Norfolk County Council and the Broads Authority). These bodies will be responsible for the high level management of the process.
- 7.2 Below this management tier, there are a number of working groups of officers responsible for bringing forward the documents. The Planning Group will play a key role in coordinating work on the Joint Core Strategy. This group will be flexible, involving officers from each of the four authorities involved, but with a range of officers being involved according to expertise and work programmes. There are also an Economic Development Officer group, a Project Lead Team and, a Housing Officer Group and others are envisaged as appropriate.
- 7.3 This arrangement has been strengthened by the appointment of a full time Partnership Manager to coordinate actions for the Greater Norwich Development Partnership. In addition it is anticipated that the planning team will meet together on a regular basis.
- 7.4 The district Local Development Documents will continue to be prepared by the staff of the city council with some joint working amongst districts, to ensure all LDDs coordinate with the Joint Core Strategy.
- 7.5 For the City Council's own documents, its resources are primarily identified as the Planning Policy and Projects Team – a group of seven (6.5 FTE) staff under the direction of the Planning Policy and Projects Manager.
- 7.6 The resources available to the Council, however, include a range of other staff, who may be involved in particular aspects of the programme, as well as external assistance and budgetary provision. Other staff within the Council who have a wide range of technical and professional expertise relevant to the delivery of the LDF overall are likely to include staff from economic development, development management, conservation, housing, communications and transportation teams. Community involvement will be assisted by the council's community engagement team.

- 7.7 External resources may include the residual County Council planning staff in respect particularly of the Joint Core Strategy work and transport policy aspects. It will also be necessary to engage consultants to contribute to some of the identified programme of studies for the preparation of the Joint Core Strategy. It is intended that some of this will be funded from the Planning Delivery Grant.
- 7.8 Budgetary provision has been made for the involvement of consultants (on a provisional basis) as part of the revenue and capital estimates and for the costs involved in Hearings of the development plan documents (on an annualised basis).

8 **Risk Management**

8.1 For a Local Authority, risk is a threat that an event or action will adversely affect its ability to achieve its objectives and to execute its strategies effectively. Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them and/or responding to them. It is important that an assessment of the risks that could potentially threaten the delivery of a particular project is undertaken and contingencies / strategies for dealing with such risks are incorporated into the project plan (LDS). So far as possible the Council has taken account of assessed risks in preparing this LDS.

8.2 The risks identified below are categorised in order to establish severity of impact and the likelihood of occurrence, as follows :

1 = Low impact (minor/unlikely)

2 = Medium impact (moderate/likely)

3 = High impact (significant/almost certain)

Impact x Likelihood = **RISK Score**, Highest score = Highest Priority.

8.3 **Lack of resources allocated to project** – The Norwich LDS will be accompanied by a detailed project plan. The project plan will identify the resources thought necessary to deliver the specific LDF documents within the timetable. The project team will oversee documents that are being produced jointly between authorities. Regular meetings will be held as part of all document production to discuss progress and identify potential delays.

Impact – 2 Likelihood – 1/2

Action required – If a shortfall of resources is identified, additional resources can be sought within the Partnership or from other parts of Planning Services. If no additional resources are available to address the project plan, then changes to the LDS may be necessary. The Annual Monitoring Report will examine progress against the LDS, analyse deviation from the timetable and propose measures/ amendments where necessary.

8.4 **Missed targets in the LDS timetable due to external delays** – The revised planning system includes a number of new and relatively untested elements e.g. Sustainability Appraisal and new examination procedures. It is possible that a large number of planning authorities will be progressing new LDFs on similar timescales. This may put considerable demands on the resources of the Planning Inspectorate to accommodate the necessary examinations, which would clearly impact on the LDS timetable. There is also the possibility of external delays to

key background documents produced by other bodies (including consultants) impacting upon delivery of the LDS.

Impact – 2 Likelihood – 1/ 2

Action required – The Planning Inspectorate (PINS) are aware of the importance of ensuring sufficient resources are made available to meet demand. It is important that we continue to liaise closely with PINS to ensure that they are aware of our examination requirements and dates. PINS must also be informed about any potential changes to the LDS that the AMR may reveal. The Council and the partner authorities producing joint documents are acutely aware of the need for good project management and have a dedicated project manager as well as nominated lead officers for each sub-group/background study to ensure co-ordination and timely deliver. Such project management techniques will also be applied to external studies being produced for the Joint Core Strategy.

- 8.5 **Missed targets in the LDS timetable due to internal delays** – The LDS timetable is challenging and has limited capacity to accommodate slippage. It is therefore important that target committee/cabinet/council dates are met. It is also important that accurate assumptions are made about the time needed to prepare and produce the various documents. Where documents are being prepared jointly it is essential for a high degree of co-ordination between authorities in order to deliver the LDS.

Impact – 2 Likelihood – 1/2

Action required – It is important that the project plan clearly sets out target committees etc. for the various documents. It is vital that these dates are achieved and that the document(s) can progress without the need for referral back to a subsequent meeting. The appointment of a Partnership Manager assisted this for the Joint Core Strategy work. Reports should be clear and refer to the timetabling arrangements so that members are aware of the implications of significant amendments or delays. It is hoped that the involvement of members via the Local Development Framework Working Party will increase ownership and thus reduce the potential for late changes to documents.

- 8.6 **Missed targets in the LDS timetable due to large volume of public response** - One of the aims of LDF preparation is to ensure maximum public involvement, consultation and participation. A large volume of objections has the potential (as previous experience has shown) to dramatically slow down the preparation process. It is to be hoped that the techniques outlined in the Statement of Community Involvement will increase public knowledge and understanding of various proposals,

thus (hopefully but not necessarily) reducing the prospect of a large number of objections.

Impact – 2 Likelihood – 1/2

Action required – Ensure sufficient resources are allocated to logging, categorising and dealing with a potentially large volume of responses before the event (e.g. databases set up and ready, clear chain of events set in place so that responses can be tracked and ownership and responsibility for analysing and replying to a response is allocated to a specific individual). The Council will also consider involving other sections and potentially external/ temporary staff to deal with particularly demanding periods of the LDS timetable where a number of consultations/examinations occur in a relatively short period of time.

- 8.7 **Changing circumstances warrant change to LDS work programme**
e.g. need to add/delete LDD – The emergence of a major or hitherto unforeseen issue could result in the need for changes to be made to an LDD already being progressed or for the creation of an entirely new one. Consideration has been given to contingencies in planning the programme of document preparation where possible.

Impact – 1/2 Likelihood – 1

Action required – In order to avoid the need for additional LDDs it is important to publicise the LDS and the resultant LDDs as widely as possible. Good publicity and consultation will help to reduce the risk by ensuring we have covered all the issues that are important to the community and stakeholders. It is to be expected that some changes will occur to LDDs as part of their development, these changes should occur early in the process. Changes later in the process could impact upon the delivery of the LDS timetable and should only be considered if they are vital.

- 8.8 **Loss or change in personnel of Planning Policy Team** – A change in personnel could result in a loss of key expertise, increased workload for remaining members and potentially affect delivery milestones.

Impact – 1/2 Likelihood – 2

Action required – Ensure all team members are conversant with each other's workloads. Maintain up to date job descriptions so that replacements can be recruited with a minimum of delay and have procedures in place to bring in new group members and brief them as quickly as possible to avoid unnecessary delays.

- 8.9 **Poor level of public response at consultation stage** – Community involvement and participation are fundamental tenets in LDF production. Increased participation should lead to increased understanding, ownership and transparency. A lack of participation could indicate ‘consultation fatigue’ or mean that the Statement of Community involvement is not achieving its aims.

Impact – 2 Likelihood – 1/2

Action required – Ensure that the measures set out in the Statement of Community involvement are adhered to and that analysis is undertaken into the nature of the poor response i.e. is there one specific group or section of the community that are not taking part? Any findings from the analysis should inform the next round of consultation and be incorporated into future SCIs.

- 8.10 **Additional work/research required not previously identified in LDS** – The need to carry out additional work could, dependent on its size and complexity, impact upon the LDS timetable.

Impact – 1/2 Likelihood – 1

Action required – Ongoing information gathering and research are inherent within the new system. The Planning Policy Team is confident that all the major areas of research have been identified within the LDS. However, early consultation with statutory and non-statutory consultees will establish whether there are any deficiencies.

- 8.11 **Delays arising due to problems with joint working arrangements** – A number of documents in the LDS are to be prepared jointly with other Norfolk authorities. In order to keep to the LDS timetable it is important that all authorities identify the appropriate Committee/Executive/Council meeting in order to meet the milestones identified in the LDS. Slippage on the part of one authority in approving or agreeing a document for consultation/submission could result in knock-on delays to the LDF as a whole.

Impact – 2 Likelihood – 1/2

Action required – Strong project management will be essential in order to co-ordinate the various processes necessary to progress joint production between the partner authorities. A dedicated Partnership Manager has been appointed and will, in conjunction with individual planning teams and the director’s group, maintain a clear focus on

delivery. Regular meetings, thorough preparation and good communication are also essential to ensure that members of each authority remain aware of progress and of the importance of remaining on schedule to avoid any slippage to the joint working timetable.

8.12 A change in partnership working

If the Greater Norwich Development Partnership ceased to exist there would be delays to the production of a Core Strategy for Norwich. There are two other councils within the partnership which we would not have any control over if they decided not to be part of the GNDP anymore. However unlikely this was it still must be recognised as a risk outside of our control.

Impact – 2 Likelihood – 1/2

Action – ensure good working relationships are maintained as stated above in the action point for 8.11.