



# Creating Communities Fit for the Future

**REPURPOSING THE DEVELOPMENT PLAN PROCESS  
BY PUTTING PLACES FIRST**

Vol. 2

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# Introduction



**In a world of change:** In 2017, Stantec published 'All Change' in conjunction with the Independent Transport Commission. This reviewed some of the disruptive technological, social and economic changes taking place, and how these are already affecting our lifestyles. These changes represent a break from past trends and therefore, making predictions about the future is much more uncertain. With a planning system substantially based on predictions of future demand, this leads to a powerful conclusion that change is needed if we are to design and deliver places which will support new communities, fit for the future.

**Failing to deliver good growth:** In 2018, Stantec published its first Places First document, which explored the growing body of evidence that suggests that the development planning process is failing to consistently provide the foundations for the development of healthy, prosperous, sustainable communities. It concluded that there is a need to reinvent the way we promote development through the planning process so that it better delivers the conditions for the effective planning and delivery of good growth.

**More housing, faster, cheaper – but better?** There is continuing pressure on the planning system and development industry to deliver more housing, and the risk is that in responding to this demand, we focus on delivering more, faster, cheaper – and fail to recognise the importance of getting the location and design of development right. These are factors that influence the quality of life of the communities it is designed to serve, as well as its future deliverability and its effects on the environment.

**A vision and validate approach to planning:** There is now a growing body of work supporting a move away from a 'predict and provide' approach, towards a 'vision and validate' approach to planning. Its aim is to establish a vision for development which is more reflective of what a community needs from the places it will be living and working in, so that this can inform better decision making about the right places for the right quality of development, and provide a more effective and flexible framework for delivery.

**Re-purposing the Development Plan process:**

There are now a number of places in the UK that are embracing this 'vision and validate' approach to planning and delivery. This is mainly happening in the devolved nations and larger urban areas, but progress is slower, and harder outside of these areas. Given the urgent need to deliver better, more affordable housing in a way that supports healthy, prosperous, sustainable communities, it is important that we find more effective ways of using the planning process to deliver better outcomes.

**Places First – better communities, fit for the future:**

Our proposed 'Places First' approach is set out in simple steps as shown in the plan on the left, and is explained within this second volume of Places First. Our approach does not require changes to the Development Plan or Planning Application process, but instead proposes a high level way of repurposing the Development Plan process to deliver better communities, fit for the future.

# Vision

## Create a Shared Vision

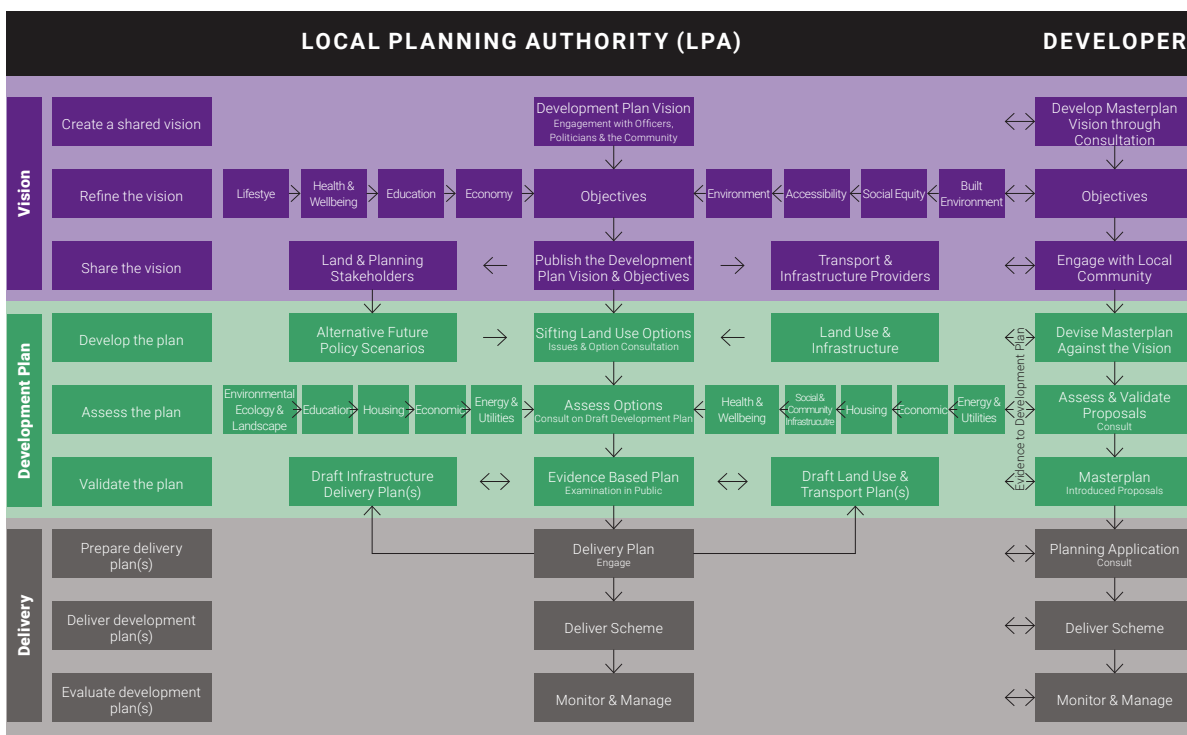
**Leadership through engagement:** A shared Vision is critical to success. This needs to be established by engaging with local people and stakeholders about their aspirations and priorities for the long term future of their local area. It should typically be established through the Development Plan process, and be led by the Local Planning Authority (LPA), with input from other interested parties and individuals. This could be led at other spatial levels, eg sub-national, LEP or development area.

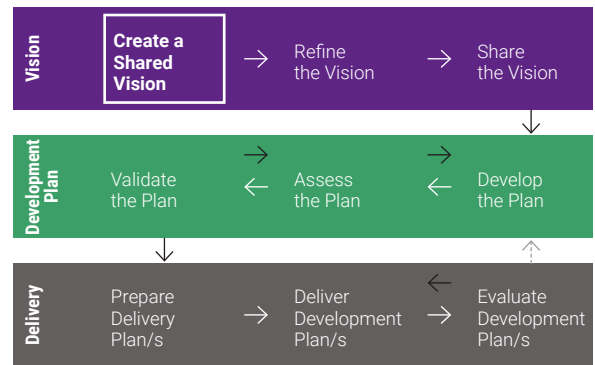
**Simple:** A Vision should be simple - what kind of place do you want to live, work and play in? What do you like about the place as it is now, and what would you like to see change? It should avoid specific land use or infrastructure solutions, but rather focus on 'Quality of Place' outcomes, such as accessibility, health,

wellbeing, clean air, housing provision or affordability, support/friendliness, education standards, employment, green space, and energy efficiency.

**Informed:** The Vision should be informed by those societal, economic and environmental trends relevant to future planning, by the wider policy environment within which the plan will sit, and in particular the extent to which it is envisaged that the plan will need to respond to development needs, or to infrastructure proposals outside the remit of the plan.

**Framing the Plan:** Once this area-wide Vision is established, it will provide aims and objectives around which the Development Plan proposals and policies can be derived, and which can be used by developers to frame the planning of site specific development proposals.





### Role of Local Planning (or other) Authority

LPAs already carry out evidence gathering and public participation to inform the preparation of their Development Plans.

Guidance states that Local Plans (or Development Plans) should include

*“a vision and a framework for the future development of the area, addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure – as well as a basis for safeguarding the environment, adapting to climate change and securing good design”*

Ministry of Housing, Communities & Local Government Guidance on Local Plans.

However, the importance of this stage is often lost, and subsumed in the process of defining Issues and Options – whereas it is very important that the development of a Vision should be a standalone stage in the Development Plan process. This would ensure that the local community are involved in a debate about its fundamental priorities, free from the subsequent detail involved in preparing a Development Plan. This first stage of the Development Plan process should seek wide participation in determining the Vision i.e. the long term qualities and aspirations of the local people and their priorities. This process should involve the engagement between officers, politicians and the communities they serve.

A common criticism is that local people have not been engaged in the Development Plan process, and that they are not aware of development plans until a planning application is submitted. Creative methods need to be used to encourage participation and to reach all demographics.

### Role of Developer

Developers should proactively contribute to the identification of the LPA’s vision. However, if the LPA has not consulted and agreed a Vision, the developer of a strategic development should establish the priorities of local people on place making before any plans are drawn up. This should not focus on the development details, for example, highway impacts, flood risk, car parking, water supply, etc. It should focus on place making qualities.

This should engage a range of demographics, so that the views are not skewed. LPA officers and politicians should also be engaged in the process. Creative methods will need to be used to maximise participation.

### Who to consult

- Local residents
- Parish councils, community groups and neighbourhood forums
- Landowners
- Local Enterprise Partnership
- Local employees
- Local businesses
- Schools, colleges and universities
- Politicians
- Transport operators
- Statutory consultees
- Local charities
- Healthcare operators
- Leisure operators

# Vision

## Refine the Vision

**Place based objectives:** The local community aspirations as described in the Vision will need to be refined into a set of 'place-based' objectives which together provide a set of principles to guide the preparation and implementation of the Development Plan.

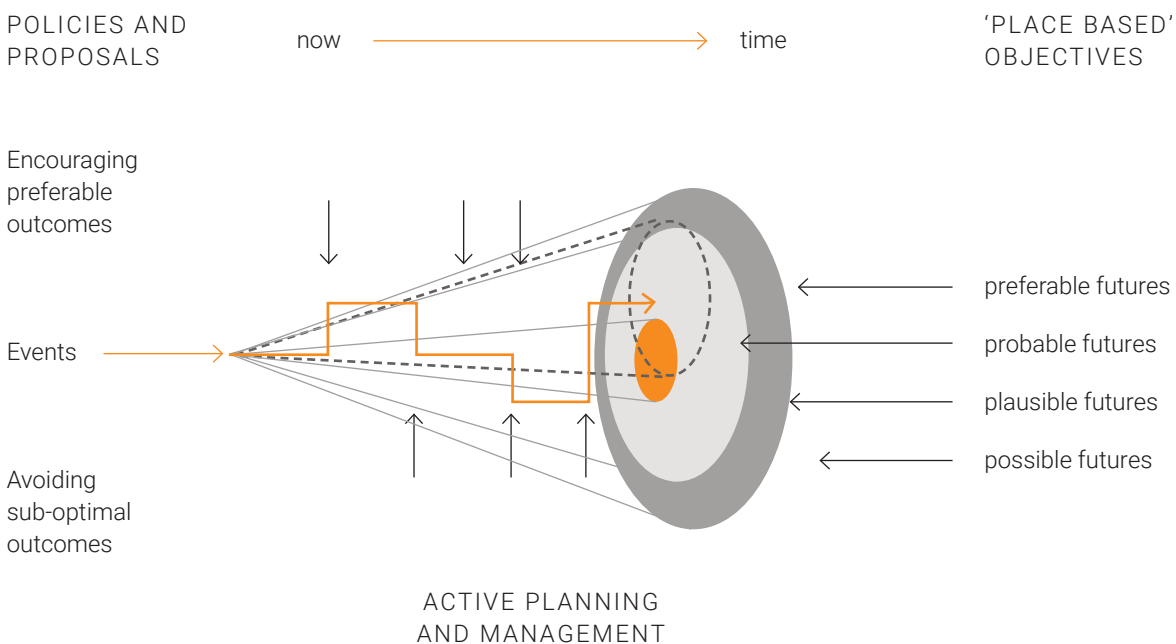
**Motive Orientated:** Objectives will reflect the physiological and psychological motives of the local community, such as the safety, security, health and prosperity of self, family and friends. The objectives should provide principles for Development Plans to follow to help achieve the Vision.

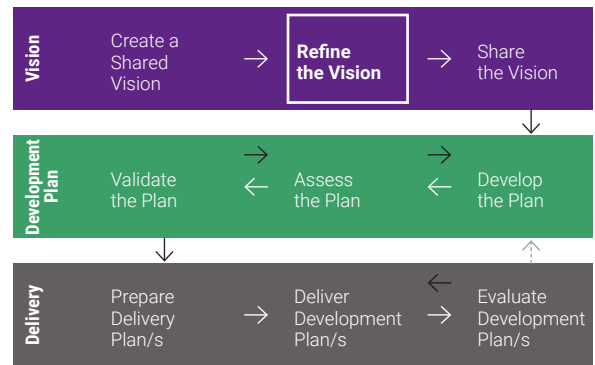
**Outcome Oriented:** Objectives should be focussed on outcomes, and might cover issues such as, accessibility to community facilities, social cohesion, health, wellbeing, clean air, education provision, employment type and availability, or energy efficiency.

**Resilient to change:** The objectives should be composed as long term goals, independent of delivery mechanisms. We are in a fast changing world, and active planning and management of the delivery process will be essential to adapt to emerging change.

This stage of the process is likely to involve experts from a wide range of fields, including environmental, economic, health and social, transport, education, etc.

### Handling uncertainty in planning and decision making





**Role of Local Planning (or other) Authority**

The LPA will need to refine the views and aspirations collected through consultation into a set of objectives. The objectives should:

- Help to describe the sort of place people want to live in
- Establish the principles for the emerging Development Plan
- Help prioritise between the different elements of a strategy and subsequent investment plan for the area.

This is a fundamental stage in the process, which will be a key driver in achieving better communities and measuring the outcomes.

It is likely that objectives may need to be distilled in two levels – overarching objectives and quantified objectives. Firstly to define the aspirations, and secondly to more easily measure the outcomes. The latter may evolve as monitoring progresses and the evidence becomes available from monitoring the performance of other Development Plans.

These objectives will also be included in the Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA).

**Role of Developer**

The developer should determine development-specific objectives that would enable the development proposals best meet the vision.

**Examples of Overarching Objectives**

Prioritisation of objectives should reflect the views of local communities and influence the outcomes of the plan.

**Community A:**

- Priority Objective 1 – Provide access to a range and choice of jobs for everyone seeking to work
- Priority Objective 2 – Offer quality homes that are affordable for all
- Priority Objective 3 – Deliver reliable fast internet connection for all
- Priority Objective 4 – Enable a fulfilled life without the need to own a car

**Community B:**

- Priority Objective 1 – Ensure no child is harmed by poor air quality where they live, study and play
- Priority Objective 2 – Enable the creation of a supportive, safe, friendly community
- Priority Objective 3 – Provide convenient access to high quality and available health services
- Priority Objective 4 – Provide protection from flooding, diseases and other hazards

# Vision

## Share the Vision

**A 'preferable future':** The agreed Vision should describe the 'preferable future' that was described by the local community, and which the Development Plan will aim to deliver through place-based objectives.

**Qualities of our future places:** As we move further into a period of disruptive technological and behavioural change, so it becomes more important to have a clear view about the qualities of places that will continue to be a great place to live, work and play, even if the way we live, work and play changes over time.

**Encouraging buy in:** Once a Vision has been identified and defined, it should be shared as widely as possible so that local communities and other stakeholders are aware of how their views will shape the future of their area. The more this chimes with how the local community wants their place to be like, the greater the 'buy in' to the plan for the future.

**Encouraging collaboration:** The Vision should underpin a collaborative approach to plan making and development by providing a basis for coordination of infrastructure and development to meet the aspirations of local communities for their future.

## Four stages of urban planning

1960s



1990s



### STAGE 1

#### Car-oriented communities

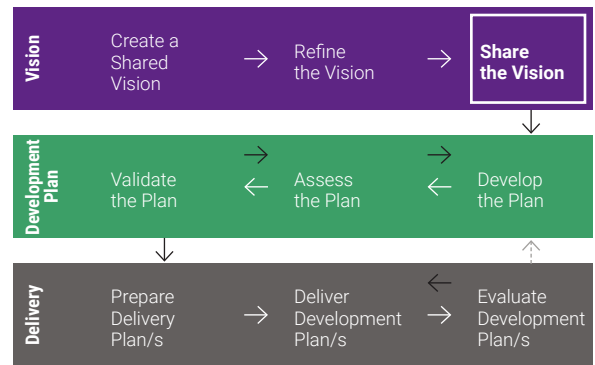
- rapid growth of car ownership
- predict and provide approach to planning

### STAGE 2

#### Sustainable mobility communities

- growing congestion
- capacity constraint on car use
- re-allocation of road space to passenger transport
- movement dominated and ugly communities





**Role of Local Planning (or other) Authority**

The publicised Vision should form the first stage of the Development Plan process. This will provide an overarching set of objectives that all Development Plan policies and development allocations should be appraised against and shaped to support.

A Sustainability Appraisal (SA) should be undertaken to test the Development Plan. This should include an assessment of this first stage to test that the Vision will help secure sustainable development, taking into consideration effects on people’s health and wellbeing, the environment and equalities, as well as meeting the legal requirements of Strategic Environmental Assessment.

The objectives set by the Vision should be devised in a way that they can inform the preparation of policies and proposals for the Development Plan, and cascade into the assessment of the draft policies and proposals.

**Role of Developer**

The Vision (and development-specific objectives) should form a framework to evolve the masterplan and identify supporting infrastructure and other measures.

A vision for the development should be established to support the delivery of the Development Plan vision. It should be shared with the local people through various media and set out in the Design and Access Statement in the context of the Development Plan Vision (or spatial plan, if not available).

Development growth needs to be presented as a positive change, in a language that people understand. When the development-specific vision and objectives are shared, it is important to begin to explain the link between development growth and the opportunity to deliver community benefit.

→ 2010s

→ ?

**STAGE 3  
Community of places**

- growing concerns about environment, public health and well being
- increasing recognition of disruptive influences on urban planning
- move towards Vision and Validate

**STAGE 4  
Integrated communities**

- community of places plus smart city principles
- increasing efficiency and effectiveness
- ‘Place-based’ objectives underpin urban planning

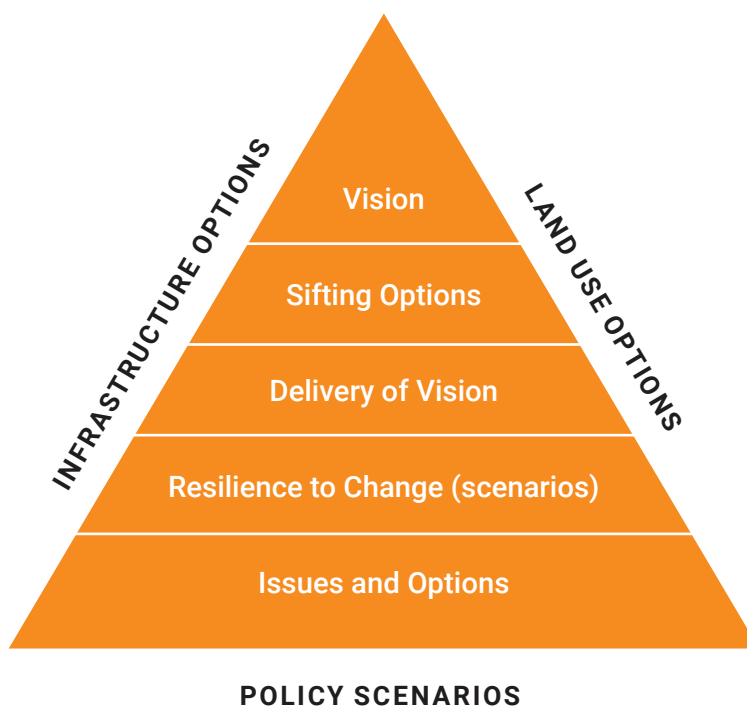
# Development Plan

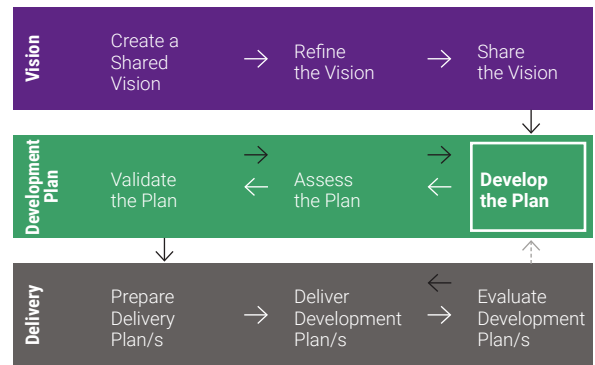
## Develop the Plan

**Alternative land use and infrastructure options** should be devised through research and engagement of key stakeholders. These will describe the range of options being considered as part of the preparation of the Development Plan.

**Alternative policy scenarios** also need to be devised, taking into account the range of possible influences on the future of places in the Development Plan area, and on the communities that live and work there.

**Issues and options** are identified by sifting the land use and infrastructure options against the alternative policy scenarios to identify the challenges and opportunities relating to the delivery of the vision; the balance between demand and supply; between social, environmental and economic outcomes; certainty; viability; and resilience to change.





**Role of Local Planning (or other) Authority**

The development of the Vision, together with appropriate research and engagement, and its supporting objectives will inform the LPA about the possible alternative land use and infrastructure options, policies and proposals that will be needed to frame the Development Plan.

In order to develop a basis for the Issues and Options consultation, the LPA will also need to identify a range of alternative policy scenarios.

These should reflect a range of alternative policies that will influence the future attitudes and behaviours of stakeholders and local communities, and thus the outcomes of the plan. These could be policies relating to: health and wellbeing; climate change; patterns of land use; provision for infrastructure, car use and ownership, the electrification of vehicles; financial models for Transport such as MaaS, the sharing economy; arrangements for CIL and other sources of revenue, etc. Testing should also consider alternative growth figures and ambitions.

Land use and infrastructure options should be sifted against the alternative scenarios using an integrated land use, transport and infrastructure planning approach. The aim is to identify the issues relating to the delivery of each land use and infrastructure option in pursuit of the Vision, including social, environmental, economic, deliverability, viability and resilience factors.

Views of local communities and stakeholders on current/expected issues and potential issues arising from the sifting of land use and infrastructure options against policy scenarios will be sought through the Issues & Options consultation.

The LPA should engage with developers, infrastructure providers and other stakeholders through the Issues and Options stage to ensure that an implementable Development Plan is prepared.

**Role of Developer**

The preliminary masterplan and supporting infrastructure and mitigation proposals should be identified to best support the delivery of the Vision. It will be important that the proposals protect the history of the site and its surroundings, creates a place that meets the vision and can embrace change.

The masterplan and associated development proposals should be supported with evidence such as:

- Baseline studies
- Policy and Options Appraisals
- Case studies where the vision or elements of the vision have been achieved elsewhere.

The developer should respond to the Issues and Options consultation.

# Development Plan

## Assess the Plan

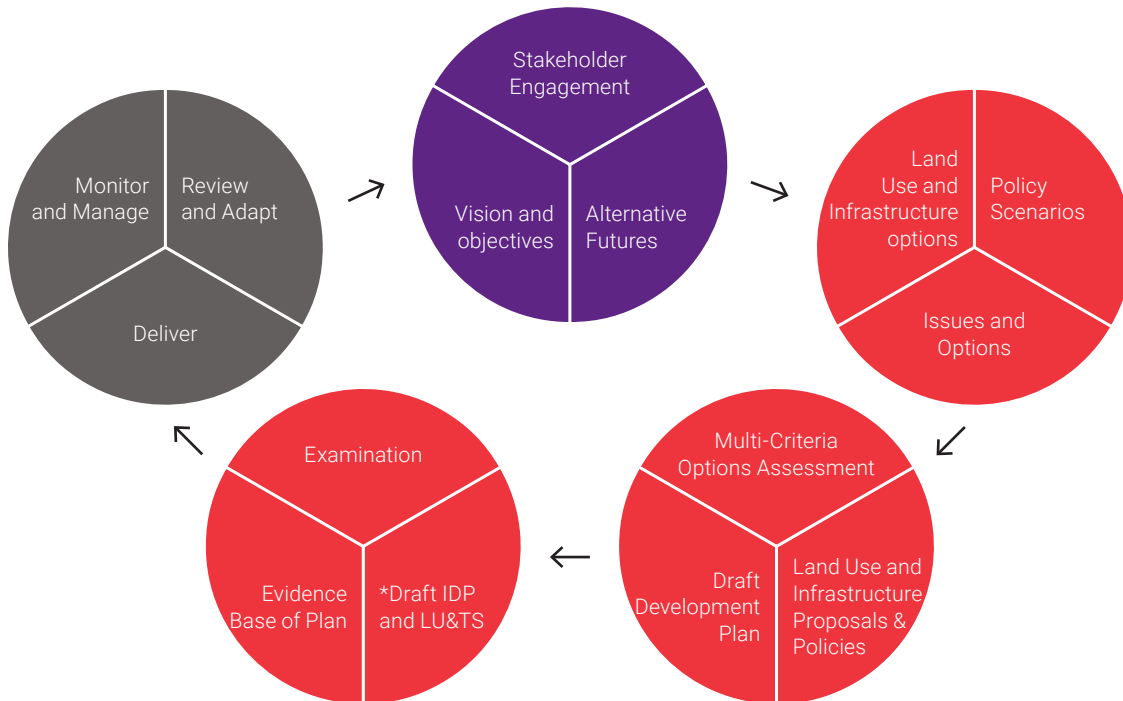
### Draft Development Plan proposals and policies:

Sifting of the land use and infrastructure options against the shared Development Plan Vision and alternative policy scenarios, together with the responses to the Issues and Options consultation and relevant national policy and legal requirements, will provide the basis for developing draft Development Plan proposals and policies.

**Sustainability Appraisal, (SA):** The performance and resilience of the Development Plan proposals and policies should be assessed against the shared Development Plan Vision and alternative policy scenarios, through an SA, using multi-criteria assessment techniques to balance the quantifiable and non-quantifiable effects. This will include the Strategic Environmental Assessment (SEA).

**A Vision and Validate approach:** The purpose of this assessment is to understand the range of effects of the land use and infrastructure proposals and policies, and to establish how they can be implemented to deliver the shared vision, how it is resilient to future scenarios, as well as how it contributes to other priorities set by the LPA unrelated to the Development Plan itself.

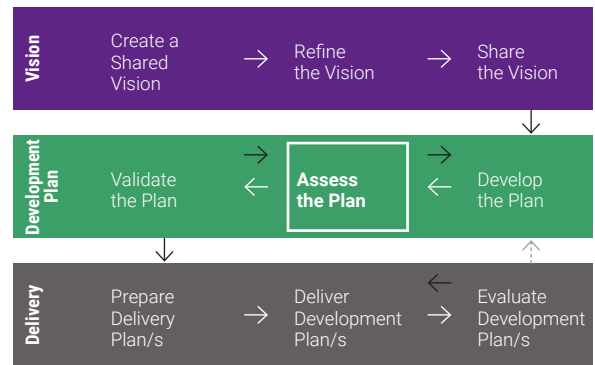
**Hitting the sweet spot:** This approach provides the opportunity to consider the how quality of place and meeting the needs of new and existing communities locally can reduce the need for, and cost of strategic infrastructure. Development of the right type and quality, in the right place may provide the basis for lower infrastructure costs, support viability and deliverability, and lead to better community outcomes.



**VISION**  
Establishing the Vision

**ASSESS**  
Validating the Development Plan

**DELIVER**  
Delivering the Development Plan



**Role of Local Planning (or other) Authority**

The land use and infrastructure proposals emerging from Issues and Options should be tested against plausible alternative policy scenarios in order to identify the preferred proposals and policies capable of delivering the Development Plan Vision. Both the performance and resilience of the Development Plan proposals will need to be tested.

**Performance option testing** should use multi-criteria assessment techniques to identify optimum combinations of land use & infrastructure options, and policies, covering aspects such as: environmental, ecology and landscape, education, housing, economic, energy and utilities, health and wellbeing, social and community infrastructure, transport, land availability, and viability.

**Resilience option testing** should consider how the strategy could adapt to various different futures for example; different working patterns and automation, fuel/travel costs, economic cycles, location and density of housing, autonomous vehicles, virtual reality, or 'smart city' connected environments.

The aim of the testing should be to address future uncertainty by evaluating the likelihood of the Development Plan achieving the objectives of the Vision with different future scenarios.

This testing (a Vision & Validate approach) will help to devise the proposals and policies which will form the Draft Development Plan, and create new communities with the desirable future outcomes originally identified through community engagement.

The Draft Development Plan should be consulted upon.

**Role of Developer**

Evidence should be prepared to demonstrate why any particular site should be included in the Development Plan and to support a planning application. This should demonstrate how the development proposals will help to achieve the Vision and is resilient to future scenarios. Local people need to see the benefits of supporting development growth.

**\*Examples of LPA evidence base:**

- Housing Needs Assessment
- Housing and Economic Land Availability Assessment
- Strategic Environmental Assessment
- Sustainability Appraisal
- Strategic Flood Risk Assessment
- Transport Evidence – modelling
- Health Impact Assessment

**Examples of developer evidence base:**

- Environmental Impact Assessment
- Design and Access Statement
- Transport Assessment
- Sustainability Statement
- Flood Risk Assessment
- Waste Strategy
- Health Impact Assessment

# Development Plan

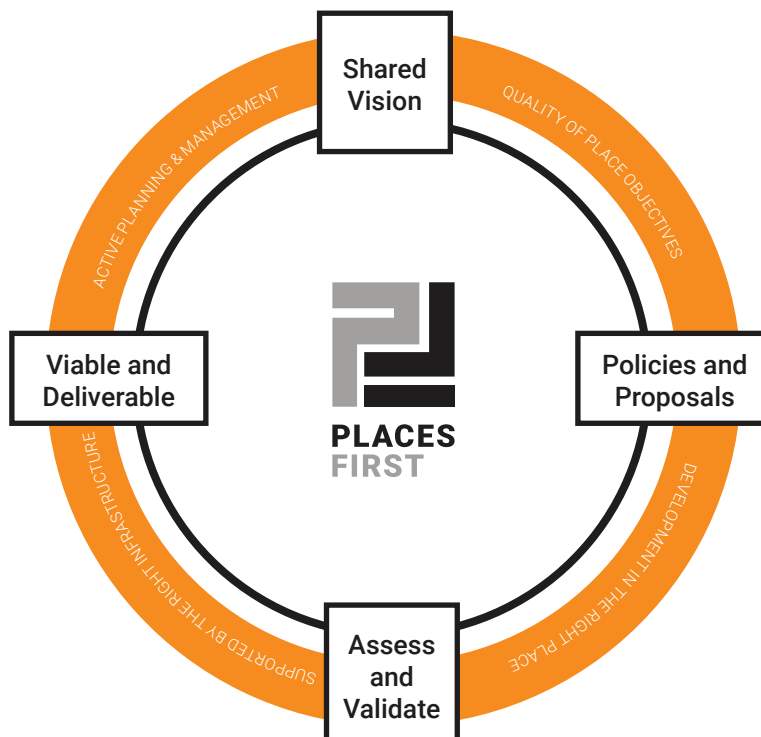
## Validate the Plan

**Review consultation feedback:** Review of feedback from consultation on the Draft Development Plan, will inform the work needed to refine and confirm the proposals and policies needed to deliver it.

**Deliverable and viable:** It is essential that the Development Plan including land use, infrastructure proposals and policies, are deliverable and viable. These should avoid being over prescriptive and should be consistent with the Vision.

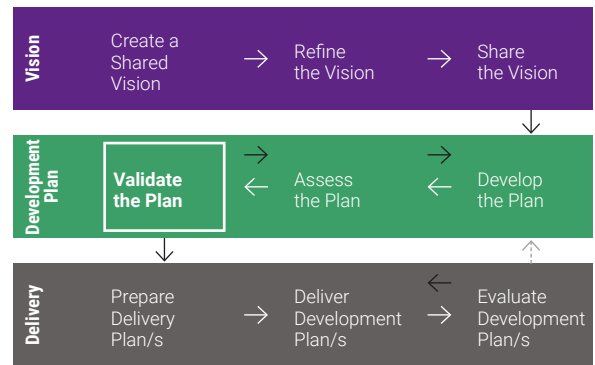
**Reviewing strategic environmental effects:** Any changes made to the Plan should be checked to ensure that consequential effects on the existing community, in terms of movement, health, environment and socio-economic impacts are not significantly worse than originally envisaged in the SA.

**Examination in Public:** The Draft Development Plan will then be subject to Examination in Public to ensure that the Plan is 'sound' (i.e. meeting the necessary legal and policy requirements) and that it best meets the Vision on which it has been founded.



**A draft 'Infrastructure Delivery Plan'** should be prepared to demonstrate how the infrastructure proposals and associated development can be planned, designed and delivered, taking account potential risks to delivery.

**A draft 'Land Use and Transport Strategy'** should be prepared to demonstrate how Land Use and Transport will work together to underpin the delivery of healthy and sustainable communities, fit for the future.



**Role of Local Planning (or other) Authority**

A balance may need to be taken, when finalising the Draft Development Plan, between conflicting aspirations within the Vision and viability, deliverability and resilience to future change.

A Viability Assessment should be undertaken to understand any funding gaps and the strategy should be refined, if necessary.

A Draft Land Use Transport Strategy should be prepared collaboratively with stakeholders to demonstrate how the land use and transport options combine to deliver the development requirements of the plan, whilst ensuring that the movement and access needs of the community can be satisfied.

A Draft Infrastructure Delivery Plan should be prepared collaboratively with stakeholders. It is important that the Development Plan is technically and financially deliverable, and that issues of land ownership and technical constraints are considered and resolved (or risks understood) at this stage.

The Draft Delivery Infrastructure Plan should include a Funding strategy. This should be prepared to consider/ identify sources of potential future funding (including value capture). If there is not a reasonable prospect of the plan being delivered, the Development Plan should be amended.

The Draft Infrastructure Delivery Plan and the Draft Land Use Transport Strategy (or Local Transport Plan) should be prepared to support the Draft Development Plan. The Draft Development Plan will then be examined in public.

The Development Plan should then be adopted (if found sound).

**Role of Developer**

The Developer will prepare evidence to either challenge and support a site allocation. This will be submitted for examination (and can support a planning application prior to or post examination of the Development Plan).

A viability assessment should be prepared to check that the Draft Development Plan provides a viable framework for the developer to deliver sustainable development outcomes in line with the agreed Vision.

If viability is a concern, evidence will need to be submitted to the LPA and/or for examination to enable amendments to be made to the Development Plan. Alternatively, a Business Case (\*) could be prepared to check if a case can be made for a bid for funding to enable the LPA to seek funding; and/or to seek funding directly.

The Developer would normally appear at the Examination in Public to influence the Development Plan.

**Thought Point**

A long term aspiration would be for any funding gaps to be secured for the plan period, via the preparation of a Strategic Business Case for the comprehensive Development Plan infrastructure proposals (not piecemeal schemes, as generally sought) and against the delivery of growth. This would incentivise the delivery of development plans, as funds would be released at agreed levels of homes/jobs.

This would help people to understand the connection between development and infrastructure improvements in their area.

(\*) The DfT has been consulting on business case methodology. The outcome of this exercise is expected to emphasise the importance of the Strategic Case, and the Vision (identified through the Development Plan) in which this is based, to ensure a more supportive environment for passenger transport options.

# Delivery

## Prepare the Delivery Plan/s

**The Infrastructure Delivery Plan and Land Use and Transport Strategy** should be finalised, taking account the infrastructure and measures identified in the Development Plan.

**An Infrastructure Roadmap:** The Infrastructure Delivery Plan should include the agreed governance arrangements needed to deliver the development and infrastructure proposals, as set out in the Development Plan, and a Roadmap which identifies key responsibilities; the

funding; planning and property related challenges and solutions; and the actions needed for effective delivery.

**Adaptive Planning and Management:** This should embrace an adaptive management approach to allow design and delivery to respond to change in circumstances, subject to appropriate mechanisms to protect the local community from change outside the environmental envelope described by the Development Plan and its Sustainability Appraisal and SEA.

### Governance

- Clear corporate leadership and lines of accountability
- Clear structure for decision making—involving partners as appropriate
- Clear responsibility and project management

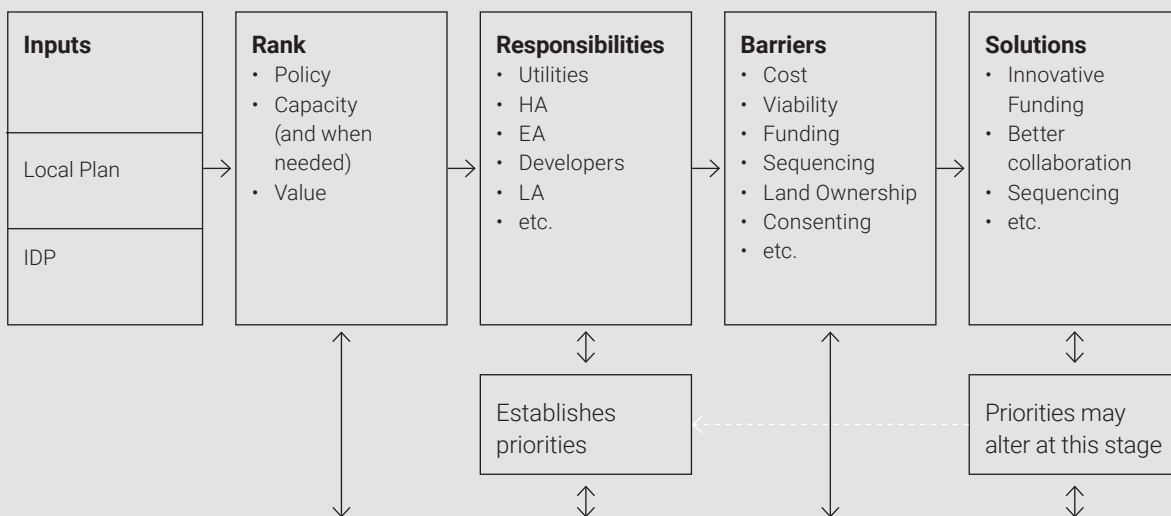
Where and when is growth happening and what infrastructure is envisaged

Which handful of projects are critical

Who will deliver them?

What stands in the way?

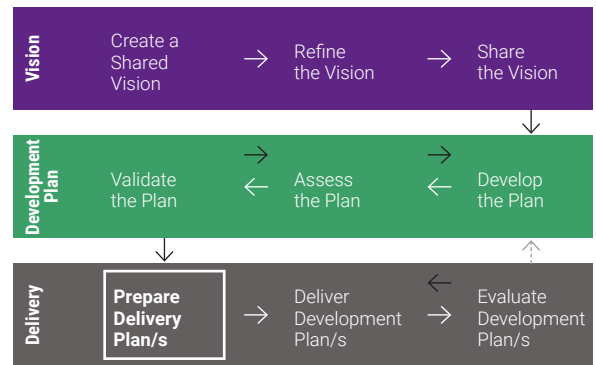
Can barriers be removed by actions in next 5 years?



### Engagement at all stages

- Business and Developers
- Infrastructure providers
- Other Local Authorities, LEP's, parishes, counties





**Role of Local Planning (or other) Authority**

An Infrastructure Delivery Plan should be finalised by the LPA. This should take account of the key funding and delivery risks and challenges.

The Infrastructure Delivery Plan should include: responsibilities (potentially with adjacent LPAs), timing and funding of the identified infrastructure and maintenance (including community governance/ levy). It should take account of the final Land Use and Transport Strategy, it's infrastructure requirements and correlation with development proposals, and requirements for funding of transport services and travel behaviour management.

The methodology to undertake annual monitoring should be devised to enable any changes, such as: travel behaviour, retail patterns, employment growth, demographics, as a result of the Development Plan, to be understood.

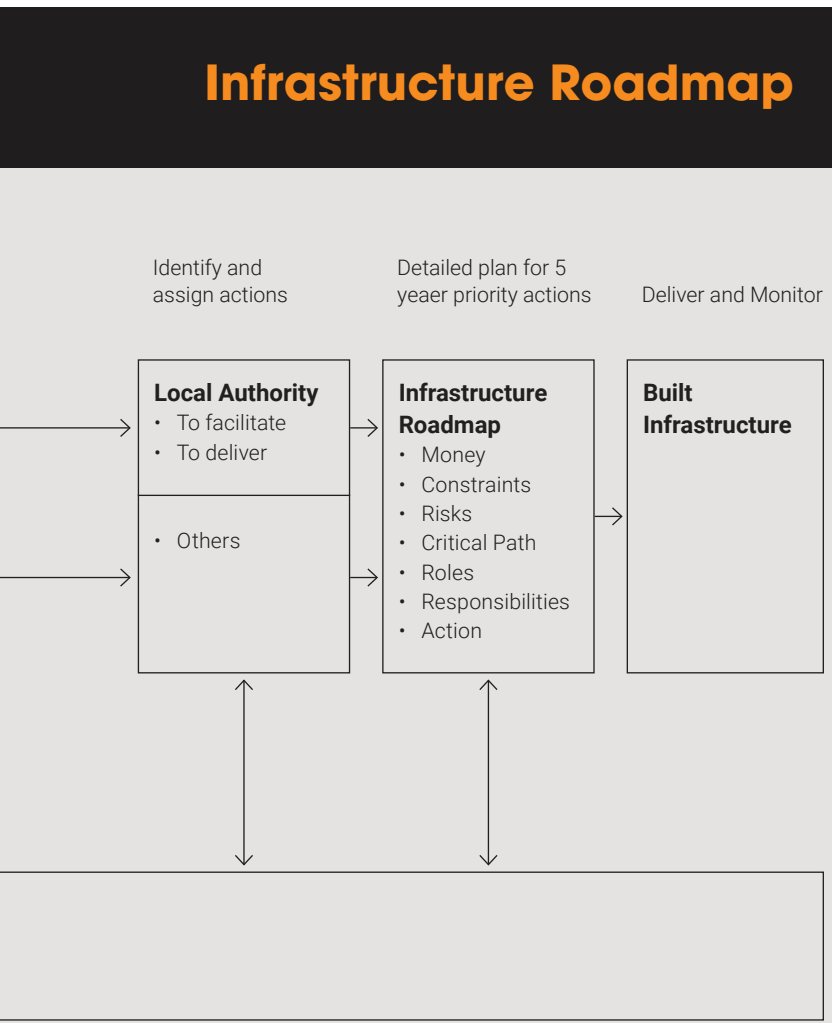
Consideration needs to be given to how post project evaluation for site-specific development proposals will be undertaken and collated to establish a robust basis for monitoring and review, as well as providing relevant data to support future Development Plan preparation.

**Role of Developer**

The site-specific development plan will be approved via a planning application (if supported).

A monitoring methodology should be agreed and enforced via planning conditions and/or Section 106 Agreement for a planning permission.

Technologies are significantly advanced to provide a wide range of data collection to understand travel choices and pattern changes. Data should also be collected to understand changes such as: employment growth, demographics, etc.



# Delivery

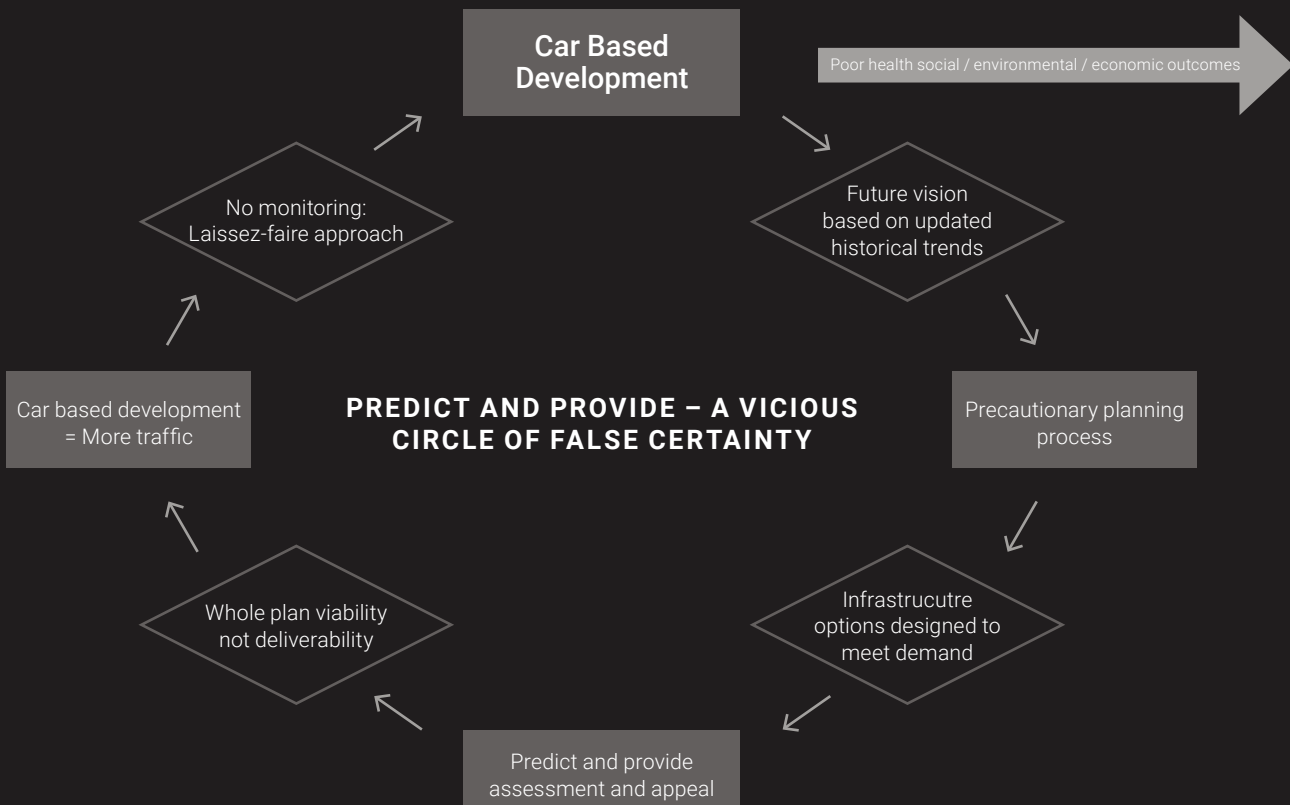
## Prepare the Development Plan/s

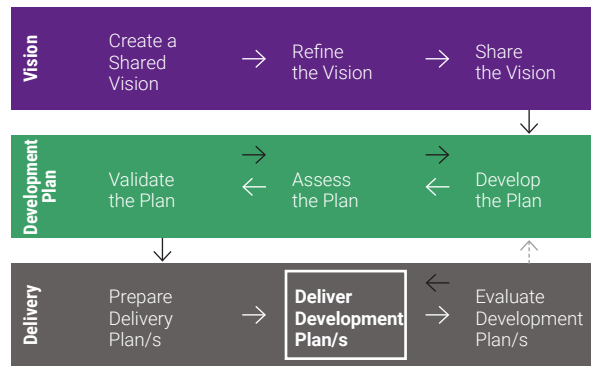
**Laissez faire delivery:** Despite evidence suggesting it is no longer appropriate, 'predict and provide' methodologies are still common practice in Development Planning, and a laissez faire approach is regularly taken to implementation. Rarely is the opportunity taken to adapt the delivery process to changing circumstances, or to optimise the outcomes it is designed to achieve.

**Pro-active delivery needed:** There are nearly always complex inter-relationships between development projects and infrastructure requirements which need to be considered, to ensure timely and effective delivery of the Plan. Despite this, delivery of development and

infrastructure associated with Development Plans is often viewed as a matter for developers and scheme promoters – a more pro-active approach is needed to steer development outcomes towards the vision.

**Adaptive planning and management:** Adaptive management is an integral part of a 'vision and validate' approach to planning. Regular monitoring and review of progress against the plan, and coordination across the relevant stakeholders and local community, will help to support better, more effective delivery. There are benefits to be gained from a proactive approach to planning, funding and delivery, which could bring long term benefits to all stakeholders.





**Role of Local Planning (or other) Authority**

The LPA should deliver or coordinate developer and infrastructure provider forums to help facilitate the delivery of shared infrastructure improvements.

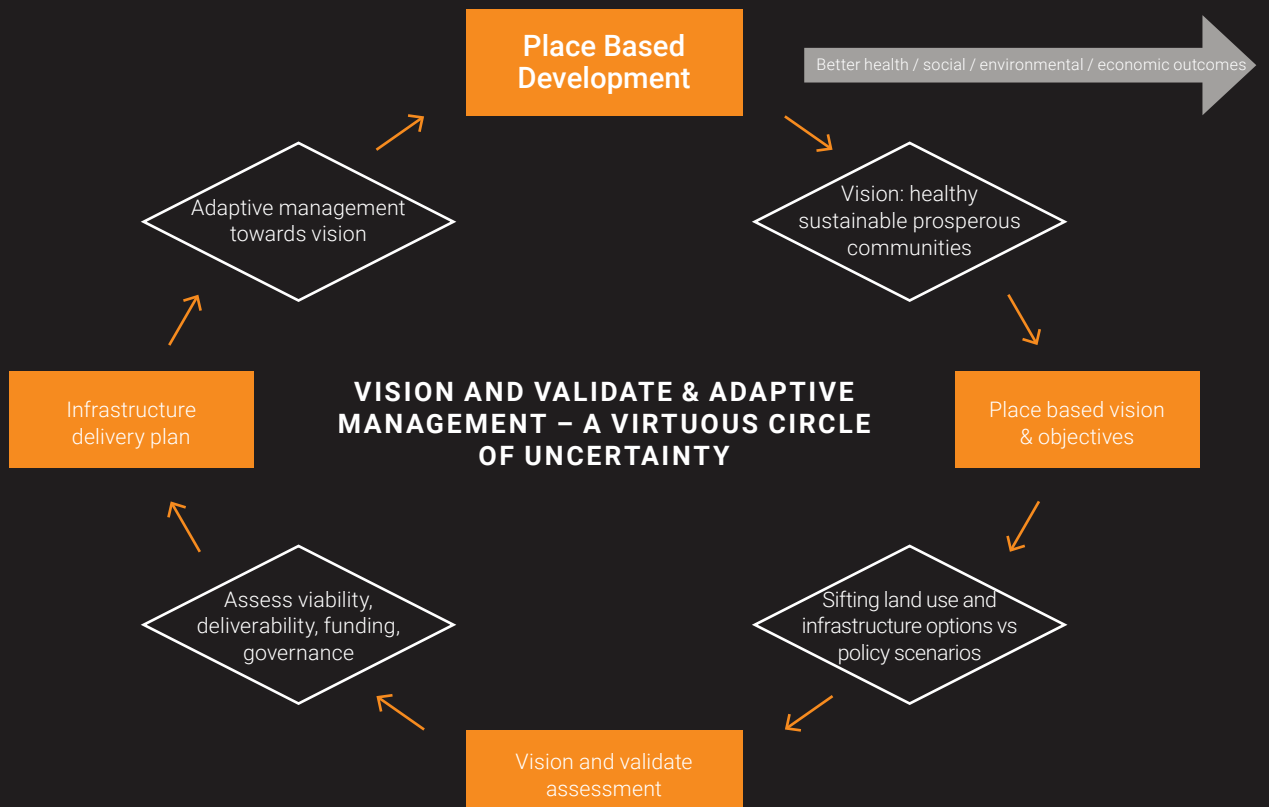
The LPA should also secure funding and contributions for shared infrastructure and measures. Solutions may include mechanisms to create long term revenue streams from the delivery of the Development Plan to support implementation and wider activities of the LPA.

A comprehensive approach to monitoring, review and management of the Development Plan process is needed.

**Role of Developer**

The developer will often deliver the site-specific development plan, including infrastructure and measures, in line with the agreed timescales and/or occupation triggers. Local people need to see the facilities, services and infrastructure delivered when promised.

The developer should undertake before and after monitoring regularly to understand the effects of the development plans and emerging strategy, and liaise closely with the LPA to integrate data collection with local data requirements. Technology provides increasing opportunity for monitoring to be systemised and coordinated, making this a more realistic ambition.



# Delivery

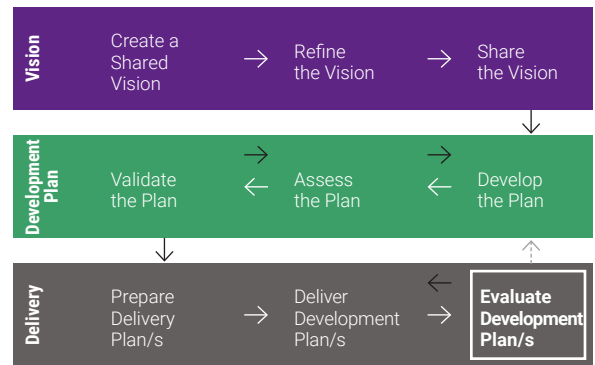
## Evaluate the Development Plan/s

**Evaluation:** Monitoring of the Development Plan should be designed for, and used to support evaluation of Development Plan delivery against the objectives set as part of the Vision on a regular basis.

**Evolution:** Any shortcomings in the delivery of the Development Plan will need to be identified at an early stage so that changes can be made to keep the Development Plan on track. The Development Plan and Infrastructure Delivery Plan should evolve to take advantage of emerging opportunities and adapt to technological advances and associated effects, so as to better meet the Vision and deliver the benefits of the Plan for LPAs, stakeholders and local communities.

**Experience:** There would be benefits to be gained from the wider sharing of monitoring and evaluation experience so that there is wider, continuous learning about what works and what needs further development – for example relating to the economic, social and environmental benefits of schemes promoted through Development Plans, and the creation of successful communities, fit for the future.





**Role of Local Planning (or other) Authority**

The LPA should publish an Annual Monitoring report (measuring success against the Vision and objectives) to make the data and conclusions available, to provide evidence for other LPA and third parties to draw upon.

Monitoring and subsequent evaluation should take account of the range of factors which contribute the sustainable communities, as set out in the Development Plan Vision.

Any changes to the Development Plan (including, infrastructure, measures and policies) should be assessed and (where necessary) approved to support effective delivery of the Development Plan Vision.

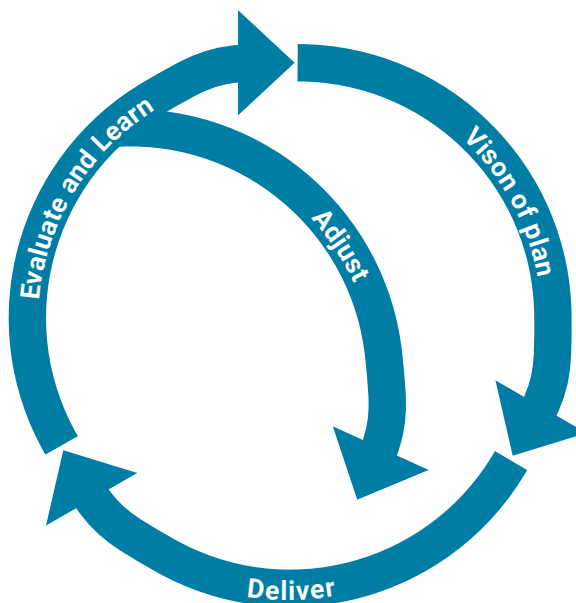
The LPA should enforce the monitoring to be carried out by developers.

**Role of Developer**

The Developer will maintain regular liaison with LPA to implement the site-specific development plan.

The Developer should submit monitoring results to the LPA and any proposed changes to the site-specific development plan as a result of any changes or performance of the infrastructure, measures and policies that were not forecast.

The proposed changes might be: to delay or not deliver highway schemes; fund a greater level of public transport services; deliver new technologies or infrastructure to support new technologies; alter proposals for energy saving/metering/monitoring devices; reassign investment to a new emerging scheme for health services, education, transport, etc.



# Conclusion

Despite significant changes in policy during the 1990s, and a signal of intent to move towards integrated land use and transport planning, too much of the development delivered on the ground fails to match up to our national ambition of delivering healthy, prosperous, sustainable communities.

Our National Planning Policy Framework puts it thus: **‘the purpose of the planning system is to contribute to the achievement of sustainable development’**, defining this as:

- ‘strong, responsive and competitive economies’;
- ‘strong, vibrant, healthy communities’; and
- ‘protecting and enhancing our natural, built and historic environment’

So, if our policy sets generally the right framework, why do we continue to see, all too often, failure of the planning system to contribute to the achievement of sustainable development? We see many factors at play, including:

- A continuing adherence to a **‘predict and provide’ planning approach**, at a point when there are major disruptive technological and behavioural changes which invalidate this approach;
- **An under appreciation of the importance of a ‘shared vision’** in the planning process, which relates to what long term outcomes local communities want from the development plan; and
- **Lack of funding, skills and resources in local planning authorities** for positive planning, coordination and management of the delivery process.

Whilst there is a place for revisions to policy, much is achievable within the current policy framework. We now hear these issues being discussed by local planning authorities, developers, infrastructure providers, government departments, professional and sector representative organisations – and believe there is the potential for a **coalition for change** – towards a more positive, engaged and delivery focussed approach to planning for sustainable communities.

We have described a way in which we think the current Development Plan process can be used in a more progressive way to reduce costs on unnecessary infrastructure, and instead, spend on delivering better community outcomes – Places First.

Our three main steps are:

1. **Agreeing a Shared Vision:** getting this right could transform the effectiveness of the Development Plan process;
1. **Preparing and Assessing the Development Plan:** sifting land use and infrastructure options against alternative policy scenarios, and validating preferred proposals and policies.
1. **An Adaptive Management Approach to Delivery:** based on robust monitoring and evaluation to inform collaborative working with stakeholders to deliver the vision.

This approach is not entirely new, it is being employed in parts, in some of our devolved nations, regions and major conurbations. Some of the new skills and methodologies we will need to learn and employ are now being developed. However, change on the ground is slow, and we are keen to stimulate a conversation with our stakeholders about how **a greater sense of urgency** can be established amongst those involved in the process.





Design with community in mind

