

Strategic Planning Workshop

**PAS Heads of Planning and Rising Stars Conference
26 September 2019**

Strategic planning: the added value

Aim of the workshop

- 1) Update on current Government thinking re strategic planning, models being used elsewhere and key issues /drivers for collaboration
- 2) To consider (for your area) what the added value of a more proactive approach to strategic planning would be, what the potential barriers are and how you can overcome these.

Strategic planning Context 2019



"...we would like to see more and more local authorities working together to produce a strategic plan over a wider area on the functional economic geography that is right for their part of the world..."

February 2017



"Our general thrust is for groups of local authorities to come together to form a kind of strategic partnership and vision for a particular region or area, fundamentally so that we can fund the infrastructure that's related to it."

September 2018

"Strategic, long term planning has to return."

June 2019



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Strategic planning 2019

Statutory Joint Strategic Plans (statutory)

1. Greater Exeter Strategic Plan*
2. Oxfordshire Joint Strategic Spatial Plan*
3. South Essex Joint Strategic Plan*
4. South West Herts Joint Strategic Plan*
5. West of England Joint Spatial Plan*



Spatial Development Strategies (statutory)**

6. Liverpool City Region Spatial Development Strategy*
7. The London Plan



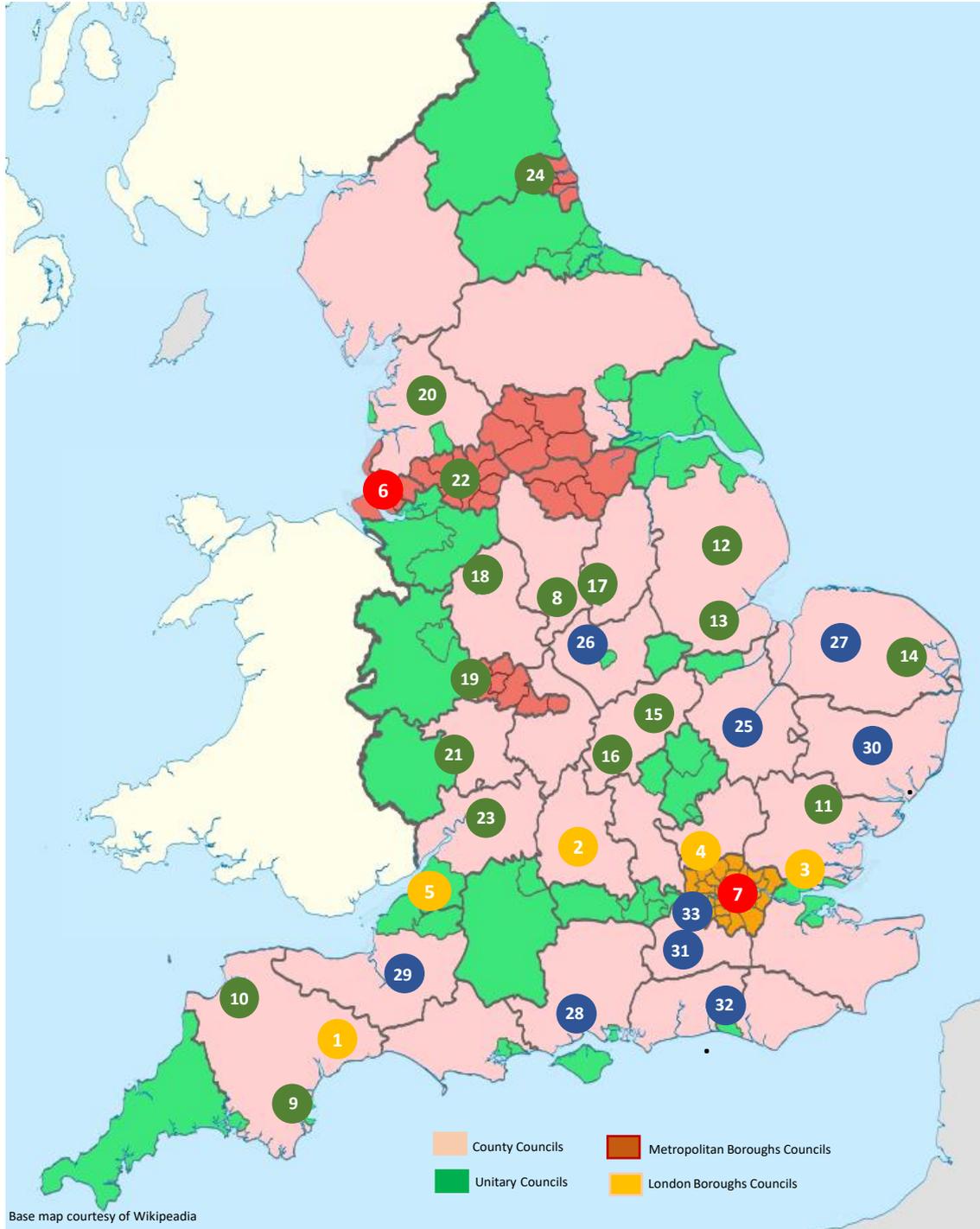
Joint LPs and Joint/Aligned Strategies (statutory)***

8. Greater Derby Aligned Core Strategies
9. Plymouth and SW Devon Joint Local Plan*
10. North Devon & Torridge Joint Local Plan*
11. North Essex Aligned Strategies*
12. Central Lincolnshire Joint Local plan
13. South East Lincolnshire Joint Local Plan
14. Greater Norwich Joint Local Plan
15. North Northants Joint Core Strategy
16. West Northants Joint Core Strategy
17. Greater Nottingham Aligned Core Strategies
18. Newcastle Upon Lyme & Stoke Joint Local Plan*
19. Black Country Joint Core Strategy
20. Central Lancashire Joint Local Plan*
21. Gloucester, Tewksbury & Cheltenham Joint Core Strategy
22. Greater Manchester Spatial Framework*
23. South Worcestershire Development Plan
24. Newcastle and Gateshead Core Strategy



Strategic planning and/ or Growth Frameworks (non-statutory)

25. Cambridge & Peterborough CA Spatial Framework*
26. Leicester & Leicestershire Strategic Growth Plan
27. Norfolk Strategic Planning Framework
28. PFSH Spatial Position Statement
29. Somerset Growth Plan
30. Suffolk Strategic Planning & Infrastructure Framework
31. Surrey 2050 Place Ambition
32. West Sussex & Greater Brighton Local Strategic Statement
33. Heathrow Strategic Planning Framework*



County Councils
 Metropolitan Boroughs Councils
 Unitary Councils
 London Boroughs Councils

Base map courtesy of Wikipedia

*Emerging plans/ frameworks

** subject to their own defined legislation & Regulations i.e. not development plan documents

***Does not include all joint local plans – only those considered be strategic in nature



Strategic planning models 2019

Joint Strategic Plans (statutory)

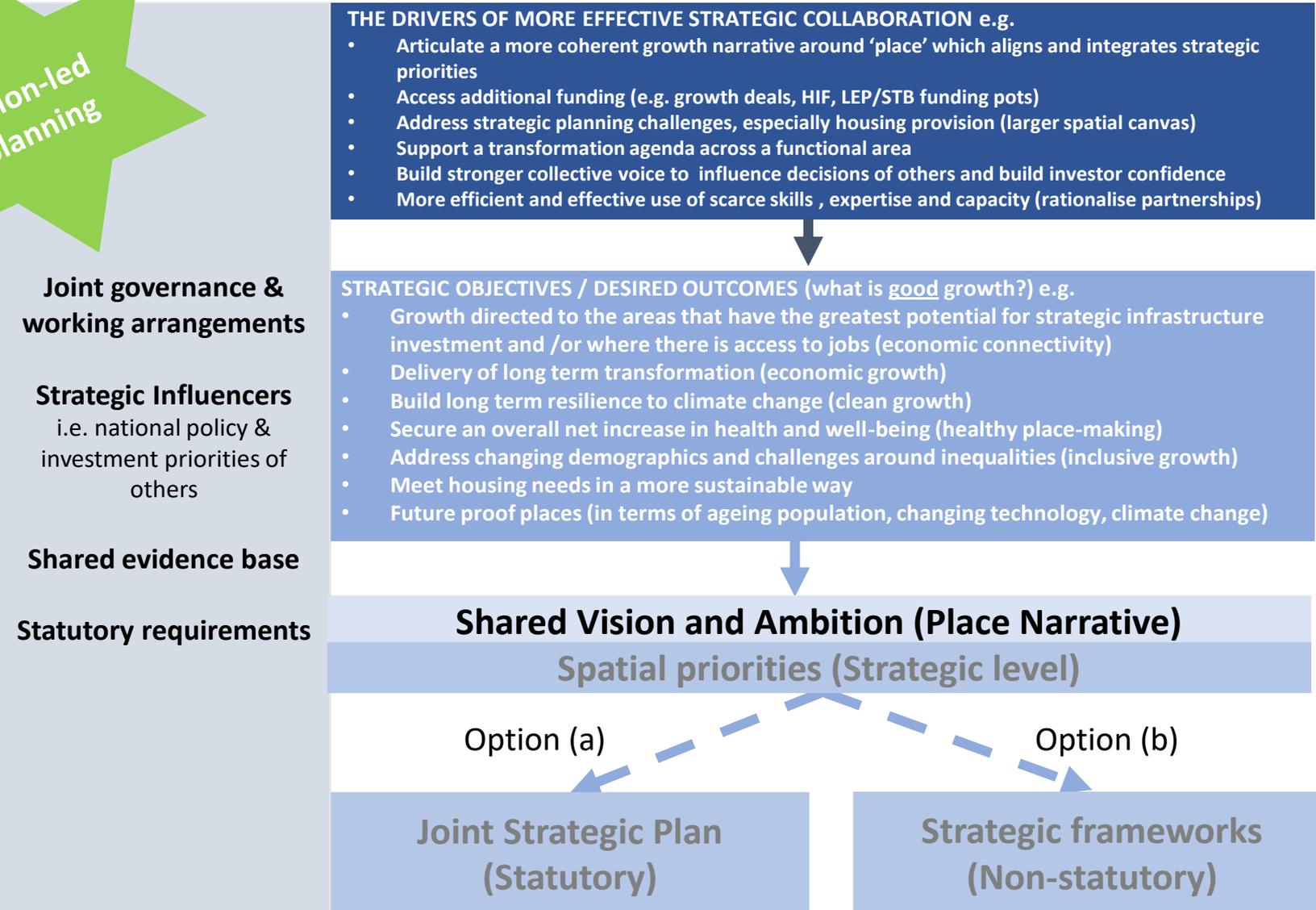
- Government's preferred model.
- S28 plans but no joint statutory (S29) governance (limited application).
- Longer term visions (2050) – usually transformative plans.
- Cover larger area than traditional joint local plans.
- Boundary-blind – strategy developed for strategic planning area (however defined).
- Can manage 5YLS & HDT on whole plan area basis rather than LPA.
- Limited scope focusing on key strategic policies (particularly overall housing target, strategic infrastructure, spatial reflection of LIS).
- Identification of priority development locations (but no site allocations).
- Supports more effective and efficient use of resources, skills and expertise and can reduce overall number of plans required for the area.

Strategic planning models 2019

Strategic planning & infrastructure frameworks – or growth plans, place ambitions (non-statutory)

- Acknowledged by government as key evidence for local plans and to support funding bids but also as first step towards a more formal (statutory) joint approach.
- Articulation of long term growth / Joint statements of intent to help align strategic priorities and support LPs.
- Usually cover wider range of issues than spatial priorities – primary purpose is place-based approach to integrate spatial, economic, environment priorities and align strategic infrastructure priorities.
- Much quicker to prepare and therefore move into delivery stage quicker – not bound by statutory requirements (e.g. consultation, SA) BUT do not have same weight as statutory plans.
- Set the context/ overarching strategy for statutory plans (and other plans and strategies) so should form key part of Statement of Common Ground/ Duty to Cooperate evidence.
- Help build stronger collective leadership around strategic ‘place’ priorities.
- Can support more effective and efficient use of resources, skills and expertise.

Strategic Planning 2019: Getting the story right



Lessons so far....

- There needs to be agreement around what the shared matters are that are better addressed on the strategic basis – and what is not included (**added value**).
- There needs to be a clear, shared growth narrative which brings together and aligns investment and spatial priorities (**vision-led**).
- Strategic planning can operate on different spatial levels but priorities need to be aligned/ complementary – demonstrating this will be essential to support long term delivery - See NPPG <https://www.gov.uk/guidance/plan-making#delivery-of-strategic-matters> (**aligned priorities**).
- Need to look at larger spatial canvas on a boundary blind basis to ensure focus on places and relationship between places (**place-based**).
- Not all strategic planning will require statutory joint strategic plans - Some strategic planning will be better managed on non-statutory basis using local plans as part of delivery mechanism e.g. due to quicker and more streamlined process (**proportionate response**).
- Strong collective place leadership is essential to influence priorities of others and access / create new funding opportunities (**strategic leadership**).
- Strategic planning skills and capacity still a major issue but need to rethink what is needed -softer, traditional strategic planning / relationship management skills just as important (if not more) than technical skills (**building capacity & expertise**).

Strategic Planning Workshop

For your area, consider:

- **what the added value of a more proactive approach to strategic planning would be; and**
- **what the potential barriers are and how you can overcome these.**

Summary from workshop sessions - 26th September

- Added Value
 - Impetus change with NPPF update with focus on 'strategic priorities' and allowing 'an appropriate strategy'
 - Effective joint working will help with bids for infrastructure funding and robust governance (e.g. Growth Boards) which will build confidence in delivery
 - May mean that a local plan review isn't needed as frequently and comprehensive coverage may not be required if a statutory joint plan prepared
 - Help with aligning strategic spatial priorities with bodies such as sub-national transport bodies and LEP's
- Barriers
 - How to sell the added value/benefits of Strategic Planning to Members
 - How to provide confidence from infrastructure providers when considering long time horizons and the uncertainty around funding
 - Becoming adaptable isn't always easy
 - Ensure correct communication with partners and organisations
 - Highways issues – difficult to deal with as not one contact point and relates to other stakeholders too.
 - Getting to the point of considering growth as 'boundary blind' as will provide a bigger canvas for spatial planning
- General Points
 - S.29 Committee's – can't have Unitary Authorities and County Councils together on a Committee. Can have Counties and Districts/Boroughs. Section 29 was introduced in the 2004 Act to enable County Councils to continue to have a strategic planning role provision working with Districts/Borough
 - Have a story!