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Uttlesford District Council

Chief Executive: Dawn French

Scrutiny Committee Remote Meeting

Date: Thursday, 10th December, 2020

Time: 7.00 pm

Venue: Zoom - <https://zoom.us/>

Chair: Councillor N Gregory

Members: Councillors A Coote, C Criscione, A Dean, G Driscoll, R Jones, P Lavelle, G LeCount (Vice-Chair) and G Sell

Substitutes: Councillors S Barker, M Caton, A Khan, M Lemon, R Pavitt, M Sutton and J De Vries

Public Speaking

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Public speakers will be offered the opportunity for an officer to read out their questions or statement at the meeting, or to attend the meeting over Zoom to readout their questions or statement themselves.

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AGENDA

PART 1

Open to Public and Press

- 1 Apologies for Absence and Declarations of Interest**
To receive any apologies for absence and declarations of interest.
- 2 Minutes of the Previous Meeting** 4 - 11
To consider the minutes of the previous meeting.
- 3 Governance Update** 12 - 13
To consider the Governance Update (report attached)
- 4 Local Plan Quarter 3 Project Management Report** 14 - 40
To consider the Local Plan Quarter 3 Project Management Report
- 5 Issues & Options** 41 - 46
To consider the Issues and Options report.
- 6 Community Engagement** 47 - 64
To receive the Community Engagement Strategy

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Due to the Government's social distancing measures imposed in the wake of Covid-19, the way in which the public can participate in Uttlesford District Council meetings has changed. Meetings are no longer being held on site or in person and 'remote meetings' will be held on the virtual meeting platform Zoom until further notice. Members of the public are welcome to listen live to the debate of any of the Council's Cabinet or Committee meetings. All live broadcasts and meeting papers can be viewed on the Council's calendar of meetings webpage.

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The agenda is split into two parts. Most of the business is dealt with in Part I which is open to the public. Part II includes items which may be discussed in the absence of the press or public, as they deal with information which is personal or sensitive for some other reason. The broadcast will be unable when Part II items are discussed.

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Agenda Item 2

SCRUTINY COMMITTEE (LOCAL PLAN) held at ZOOM on WEDNESDAY, 7 OCTOBER 2020 at 7.00 pm

Present: Councillor N Gregory (Chair)
Councillors A Coote, C Criscione, G Driscoll, P Lavelle,
G LeCount (Vice-Chair), G Sell and M Sutton (Substitute for
Councillor Storah)

Officers in attendance: R Auty (Assistant Director - Corporate Services), C Edwards
(Democratic Services Officer), C Gibson (Democratic Services
Officer), G Glenday (Assistant Director - Planning),
R Harborough (Director - Public Services), S Miles (Local Plan
and New Communities Manager) and S Payne (Local Plan
Project Manager)

Also in attendance: Councillors J Evans (Portfolio Holder for Planning and the Local
Plan), J Lodge (Leader of the Council) and A Storah (Chair of
the Local Plan Leadership Group).

SC34 PUBLIC SPEAKER

The Chair welcomed those present to the second Scrutiny Committee meeting dedicated solely to Local Plan matters. He repeated previous comments made at Scrutiny Committee that scrutiny was non-political and that it was the Committee's role to be the "critical friend" to the Executive.

Prior to introducing the public speaker, the Chair declared an interest in that he said that he had known the speaker, Councillor David Hall from Great Chesterford Parish Council for many years.

Councillor David Hall made various remarks and his notes have been appended to the minutes of this meeting.

Councillor Evans, as the appropriate Portfolio Holder, responded to Councillor Hall's remarks and indicated that he intended to meet with Councillor Hall, together with the Chair and Councillor Pavitt to discuss this matter further. He said that it would not be good to focus on what had gone wrong in the past.

There were some issues in respect of poor audio recording problems during the first half hour of the meeting that necessitated two adjournments. These were satisfactorily resolved and the meeting recommenced at 7.30pm.

SC35 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillor Dean.

Councillor Sutton was substituting for Councillor Storah who would not sit as a Scrutiny Committee member in relation to Local Plan matters due to his role as the Chair of the Local Plan Leadership Group.

Councillor Criscione declared that he was a Member of the National Trust.

SC36 **MINUTES OF THE PREVIOUS MEETING**

The Chair said in future the minutes of the Local Plan Scrutiny Committee would be brought back to the next Local Plan Scrutiny Committee and the minutes from Scrutiny Committee would be brought back to the next regular Scrutiny Committee. As the previous Scrutiny Committee had been a regular meeting those minutes would not be tabled at this meeting.

SC37 **PROJECT MANAGEMENT**

Agenda Item 6 was brought forward by the Chair.

The Local Plan Project Manager provided a summary of the report. He drew the attention of Members to the principles that underpinned the management of successful projects and which were leading the approach to preparing a new local plan for Uttlesford. He outlined the arrangements in place for governance, risk management reporting and Project Plan monitoring. He referred to the latest revision of the Risk Register, the Local Plan Workplan Dashboard, Workstream status and the Local Plan live tasks shown as at 30 September 2020. He said that the Committee was requested to endorse the Risk and Project Management proposals with reports provided on a quarterly basis and more frequently when and if required.

The Chair asked Councillors Criscione and Coote, as lead Members to open the discussion.

Councillor Criscione commended the work of the Local Plan Project Manager and asked a question about how the risk assessment process should be taken forward.

The Local Plan Project Manager said that it was for the Committee to identify areas requiring attention and officers should address these points.

Councillor Coote referred to the RAG ratings and sought clarification as to how progress would be monitored. He said that he was quite happy to take this discussion "off-line". He also asked whether there were enough resources in place.

The Local Plan Project Manager said that the Council had bid successfully for external funding to resource the mini local plans for the strategic sites and that skilled staff had been employed. They had now been redeployed into the team led by the Local Plan and New Communities Manager. He also said that there

was currently a bid in for additional funding in respect of Community Engagement.

Councillor LeCount said that it was an excellent Project Plan.

Councillor Sell agreed with what had been said and asked about how the Council was taking forward the responses to the Government's Planning White Paper.

The Local Plan Project Manager said that representations were being made through officers' networks.

Councillor Evans said that a co-ordinated response was being drawn up and that portfolio holders across Essex were meeting in the third week of October.

The Leader said that he was keen to speak to Ministers and that the LGA Peer Review Team was also involved in preparing a way forward.

Councillor Sell requested that Councillor Evans fed back from his meeting with other portfolio holders through the Committee.

There was some discussion about the roles and responsibilities of the various Groups, Boards and Committees involved in the Local Plan process.

The Chair referred to the role of the Scrutiny Committee as being a "critical friend" and the Council as being an "intelligent client". He also asked the Local Plan Project Manager to outline his previous work experience, which he did.

The Chair said that he felt that the Council's Local Plan project management was the root of a successful plan, making sure that things stayed on track and on time.

Councillor LeCount proposed a motion that the Local Plan Project Management proposals be recommended to the Cabinet.

Councillor Driscoll seconded the motion. There was no dissent.

RESOLVED to approve the motion.

SC38 **LOCAL PLAN PROJECT INITIATION DOCUMENT**

The Local Plan and New Communities Manager presented the report with a revised version of the Project Initiation Document (PID). He said that the PID had been updated following the recent meeting of the Local Plan Leadership Group (LPLG) and that it was intended to go forward to Cabinet on 20 October 2020 for approval.

Councillor Criscione referred Members to the Project Governance diagram shown at Paragraph 3.16 of the report. He said that he wanted to ask questions around procedure, decision-making and constitutionality. He asked Councillor

Evans, as Portfolio holder, whether the LPLG was turning out in practice to be a decision-making body. He also raised concerns about the role of the Portfolio holder, the fact that the LPLG Chair was not a Cabinet Portfolio holder and whether Members were comfortable with the possible overlaps between the LPLG and Scrutiny Committee.

Councillor Evans, as the Portfolio holder, said that the LPLG had acted as a review body and made recommendations but that it did not have an Executive role. He said that the decision as to who chaired the LPLG had been taken some time ago and that this had given a degree of checks and balances to the processes. The LPLG Terms of Reference gave him as the Portfolio holder the right to attend the LPLG.

Councillor Storah, as the Chair of LPLG, said that the Project Management clarification had been very helpful and he recognised that there might still be some overlap between the LPLG and Scrutiny. He said that the LPLG made recommendations but Scrutiny would look at the mechanics of how recommendations had been made and that this would then go forward to Cabinet. He also stated that the intention was to review governance arrangements on a six monthly basis.

Councillor Coote said that he considered it to be unconstitutional for a Cabinet member to chair the LPLG and that he was satisfied with the governance arrangements in place.

Councillor Criscione said that the PID was the key to setting out the roles and responsibilities of all bodies involved in the Local Plan processes.

Councillor Evans outlined his Portfolio holder responsibilities and detailed his schedule of various meetings with leading Members and explained the links with the Corporate Overview Board (COB).

Councillor Coote said he was happy with the explanations given and that the Local Plan should be overseen by the Leader and Chief Executive.

The Leader outlined his regular 1-2-1 meetings with Councillors Evans and Storah and his contact arrangements with the Chief Executive. In response to a question from the Chair as to whether he was a project sponsor, the Leader said that technically he saw himself as a sponsor.

In response to a question from Councillor Driscoll, the Assistant Director – Planning said that the Local Plan would be reviewed every five years and there would be no need to go back to the Government.

At this point the Chair asked for the consent of the meeting to proceed beyond the two hour period. This was agreed.

The meeting was then adjourned at 8.56pm for a comfort break.

The meeting was reconvened at 9.06pm.

Councillor Sell said that there was Members' agreement that the Council needed to get the Local Plan right. He said there had been two failed attempts in the past thirteen years and that, in the process, residents' trust had been lost. He said he had worked with Councillor Storah and agreed with Councillor Coote that proposed arrangements were the right way round. He said that he shared Councillor Criscione's concerns about the links between the LPLG and Scrutiny and said that Scrutiny should add value and not duplicate the work of the LPLG.

Councillor Storah responded to an earlier question from Councillor Criscione as to where the LPLG got its power from. He said that the LPLG did not have power, it just made recommendations; power was awarded by the Executive.

The Chair said that various Members had zeroed in on the Project Governance diagram shown at para 3.16 of the report. He said that various concerns about "the wooliness" of accountability and responsibilities had been expressed. He said he did not think that the Committee was happy about the process for project governance. He said that he was particularly concerned about the role of the COB.

Councillor Evans said that he would bring a paper to the next Scrutiny meeting that explained how the governance arrangements actually worked in practice.

Members supported this way forward and the Chair accepted this offer.

The Director – Public Services said that the COB was chaired by the Chief Executive and that it was a vehicle that ensured that Members were given robust advice as informed by a range of officers. He said that all reports went through COB before the LPLG. He said that his understanding was that the Leader and the Chief Executive were jointly Project sponsors with distinctive roles.

Councillor Criscione suggested that an additional role should be added to paragraph 3.17 of the report and that should be to show the Leader as Member Project Sponsor.

Councillor Coote proposed a motion that the Local Plan Project Initiation Document be recommended to Cabinet subject to the addition of the Leader as Member Project Sponsor in paragraph 3.17 of the report and subject to Councillor Evans bringing forward a document that clarified how the governance arrangements actually worked in practice.

Councillor Driscoll seconded the motion. There was no dissent.

RESOLVED to approve the motion.

SC39 LOCAL DEVELOPMENT SCHEME

The Local Plan and New Communities Manager presented his report of a new draft Local Development Scheme (LDS) that set out the draft timetable for producing the Local Plan. He said that community engagement through local channels would be carried out in a new way.

In response to various questions on community engagement, the Local Plan and New Communities Manager said the intention was to have a number of initiatives that engaged the public through Community Forums, through Town and Parish Councils, through magazines, ensuring that the public could make use of email and written communication by letters. He said that the intention was to ensure that any questions asked were easily understood and that he recognised the importance of not raising public expectations.

Several Members commented on the need to carefully frame any questions, to work at local levels and to particularly consider older residents in terms of their engagement. Members offered to assist in the circulation of questions to the public if they could be provided with them.

The Assistant Director – Planning said that a meeting had been arranged with Town and Parish Councils on 12 October 2020 and that he would endeavour to pick this issue up then.

Councillor Evans said that he had attended previous meetings with the third tiers and that he supported the notion to get as much involvement from the third tiers as possible. He said that both he and Councillor Day (Portfolio holder for Communities, Community Safety, Youth and Police and Fire Service Liaison) would be writing on a quarterly basis to each of the third tiers to update them.

Councillor Criscione highlighted a slight discrepancy between the draft timetable shown on page 35 with that shown on Page 14 of the Agenda. He also asked why there had been nothing included in the Risk Register that related to possible Government intervention.

The Local Plan and New Communities Manager acknowledged that there had been a drafting error in respect of the timetable and that this would be corrected. He said that he had been informed that provided the Local Plan had been submitted by December 2023 then the Government would not be looking to intervene and that the key issue for the Government was that progress was being made.

Councillor Sutton proposed a motion that Members were content to remit the Local Development Scheme proposals to Cabinet for adoption, subject to the timetable discrepancy being resolved.

Councillor Sell seconded the motion. There was no dissent.

RESOLVED to approve the motion.

SC40

STATEMENT OF COMMUNITY INVOLVEMENT - DRAFT FOR CONSULTATION

The Local Plan and New Communities Manager presented the report with a revised version of the Statement of Community Involvement (SCI) that had been updated since the meeting held on 18 August 2020 to make reference to the

White Paper on the future of Planning and which also had taken on board the advice provided by the EELGA Peer Review Team. He said that the main changes from the previous SCI were detailed in Paragraph 7 of the report and that much of the information in the report had already been discussed at this meeting.

Councillor Criscione suggested that due to the complexity of the Local Plan it would be helpful if a separate website was set up for the Local Plan. This proposed way forward was supported by Councillors LeCount and Sell.

The Chair asked the Local Plan and New Communities Manager to take this suggestion away as an action point. He also said that it was essential that Town and Parish Council elected representatives were kept in the loop.

The Chair summarised the main outcomes of the meeting, particularly in that significant progress had been made on project management issues and that there were outstanding governance issues that required clarification on the PID. He also thanked Councillors Criscione and Coote for their contributions as lead Members.

With reference to previous governance matters, the Leader referred Members to page 24 of the Agenda that defined the key individual roles. He said that the Chief Executive was the project sponsor but he re-stated that he considered himself to be a sponsor, working and meeting regularly with the Chief Executive.

The Chair said that he still considered that there remained a lack of clarity but welcomed the offer made by Councillor Evans to produce a supplementary governance document.

The meeting ended at 9.45pm.

APPENDIX

Cllr David Hall, Great Chesterford Parish Council Remarks to Scrutiny Committee - 7th October, 2020

The list of 'Other Consultees', Appendix C in Agenda Item 3 - also in Appendix B of the proposed Community Engagement Strategy adopted last week by the LPWG - contains no organisation associated with Great Chesterford. Yet in relation to the withdrawn Local Plan both the Examining Inspectors and Historic England attached particular importance to the national significance of the Roman and archaeological features at Great Chesterford - so why has the local History and Archaeological Society been ignored and other relevant local organisations not been included in the consultation list?

The documented record concerning the previous Plan shows that the same Officers now proposing close local community consultation failed last time to respond to my Parish Council's detailed analysis and criticism of the Call for Sites evaluation relating to the NUGC site, failed to respond to correspondence, failed to follow-up expert landscape, archaeological and transport evidence

provided by my Council, failed to provide promised information and generally failed to seek or engage in any meaningful dialogue with either the Parish Council or the local community about the NUGC proposals and their implications.

I also note, regarding the previous Plan, that the 2020 Annual Report of this Committee states that 'unintentional oversight by an Officer' is the reason proffered why elected Members and the public were not fully and properly informed about problems associated with the Regulation 19 Sustainability Appraisal. Comparison of the timeline submitted by the Chief Executive to the Committee by way of explanation with Minutes of the October 2018 PPWG and Council meetings at which the Plan was approved for submission to the Inspectors makes crystal clear that, despite already being in possession of AECOM's draft Review of the SA, Officers failed to inform Members of the advice received that the SA was non-compliant with SEA Regulation requirements, and was otherwise materially deficient.

Instead, they allowed Full Council to remain in ignorance of the true position, subsequently informing Members that the purpose of the AECOM Review was merely 'to test and strengthen the evidence base' when they knew from AECOM that the SA had failed adequately to test reasonable alternative sites. Given the central importance of such matters for the soundness of the Plan, the explanation now put forward of an 'unintentional oversight' is patently absurd.

The issue for the Scrutiny Committee, therefore, is whether it can reasonably be satisfied that assurances now offered regarding full engagement and consultation in the preparation of the new Local Plan have any convincing validity. The experience of my Parish Council last time and the general record suggest that very close supervision by elected Members will be required of Officer performance to ensure that what is promised will be delivered - that the leopard, in other words, has actually changed its spots.

I should be grateful if the text of these remarks, which I will forward, is appended to the Minutes of this meeting.

Thank you.

Agenda Item 3

Committee: Scrutiny (Local Plan)

Date: Thursday,
10 December 2020

Title: Local Plan Governance Update

Report Author: Councillor John Evans,
Portfolio Holder for Planning and the
Local Plan cjrevans@uttlesford.gov.uk

Summary

1. This Report supplements the descriptions given orally by me at the Scrutiny Committee (Local Plan) Meeting on 7 October 2020.

Corporate Overview Board (“COB”)

2. This Board meets monthly and is chaired by the Chief Executive and provides strategic oversight and input into the Plan making function. Its standing membership includes also Officers Messrs Harborough, Glenday, Miles, Payne, Webb, Mrs Smith and Mr Graham Thomas (Chief Planning Officer, Essex County Council). Additionally, individual officers are also invited to attend in the event that specific topic papers have been prepared by them which warrant personal presentation to COB. It considers and provides input prior to papers being submitted to LPLG. External attendees can also be invited on an ad hoc basis as required, as for example, the Peer Review Group who will be asked to join a Meeting in the near future. COB had no equivalence under the arrangements in place leading to the Local Plan 2019 when the then Local Plan Project Board provided both strategic and operational functions during that plan preparation period.

Local Plan Project Board (“LPPB”)

3. This Board meets weekly and serves to provide oversight and coordination of the operational requirements for the making of the Local Plan. It comprises Officers Messrs Harborough, Glenday, Miles, Payne, Ms Richardson, Barden and Ms Mawson and to which the Chief Executive is also invited. Individual officers, with the carriage of research and working papers preparatory to submission to COB (and LPLG), frequently attend LPPB also. Historically, in respect of the 2019 Local Plan, external legal advice was given as required to the LPPB of its day; it is likely that legal advice (as to compliance with the Statutory and Regulatory Local Plan making requirements) will also be necessary and commissioned in future via LPPB prior to its submission to COB. The Peer Review Group has attended LPPB on several occasions.

Portfolio Holder and Chair of LPLG

4. Very frequent contact occurs between individual Officers (including, as arising, individual officers working on individual topic areas) and me as the Portfolio Holder by way of consultation on draft working papers and themes. This supplements the formal Officers' and Portfolio Holder's Meeting with Messrs Glenday, Miles and Payne which occurs as needed, but no less than twice monthly. Of course, telephone and e mail contact is maintained throughout throughout the week and our working relationship is considered by me to be successful.
5. Also, meetings and papers are exchanged among Officers and the Chair of LPLG prior to LPLG workshops and its Meetings (which I also attend) and provide input. Further, meetings are held monthly by me with the Leader regarding Portfolio matters.

Agenda Item 4

Committee: Scrutiny (Local Plan)

Date: Thursday,
10 December 2020

Title: Local Plan Project Management –
Quarter 3

**Portfolio
Holder:** Councillor John Evans Portfolio Holder
for Planning and the Local Plan

**Report
Author:** Simon Payne, Local Plan Project
Manager
01799 510465

Summary

1. This report provides an update report on risks and project management for the local plan during Quarter 3 of the current financial year.

Recommendations

- 2.1 That the Committee note the conclusions of the report on risk and project management and endorses the proposed actions.
- 2.2 That the Committee notes the attached draft letter update to the Ministry of Housing, Communities and Local Government for Quarter 3 of the current financial year.

Financial Implications

2. The project management arrangements are funded from the approved local plan budget.

Background Papers

3. No additional papers were referred to by the author in the preparation of this report.

Impact

- 4.

Communication/Consultation	No impact
Community Safety	No impact
Equalities	No impact

Health and Safety	No impact
Human Rights/Legal Implications	No impact
Sustainability	No impact
Ward-specific impacts	No impact
Workforce/Workplace	No impact

Situation

- At the meeting on 7 October 2020 the Committee endorsed the arrangements for regular project and risk management reports on the local plan, including formal quarterly updates for the Ministry of Housing, Communities and Local Government (MHCLG) in accordance with a Full Council resolution. This report provides an update for Quarter 3 in accordance with the agreed arrangements and seeks any comments to the proposed MHCLG update.

Risk Register Update

- The latest version of the Risk Register is attached as Appendix 1. The format has been amended slightly to make it more informative as an update, a column has been added to identify any changes since the last report and to provide a reason.
- There are eight changes since the October report to committee. The two most significant relate to staffing (ID ref 1 and 17 move to a higher risk), two officers in the local plans team have been offered career opportunities elsewhere and are leaving and this has resulted in an increased risk in relation to skills and capacity. The risk in relation to national planning changes (ID ref 14) has been scaled down following informal responses by Government to recent consultation responses. Also the risk of inconsistencies with Neighbourhood plans (ID ref 22) has halved as officers continue to work with local communities on their proposals.
- Four new risks have been added in (ID refs 29 – 32). The most significant of these is the risk of Government intervention however this is judged to be low following the approval of the Local Development Scheme, recent discussions with Government officials and the ongoing progress of the Council.

Project Plan Update

9. The format of the update follows the approach agreed at the October Scrutiny Committee which is in three parts, the overview 'Dashboard', the 'Workstream Status' and an extract from the live Project Plan.

Workplan Dashboard

10. This document is shown in Appendix 2, and provides a high level summary of what is happening. The arrow changes refer to the Quarter 2 dashboard as it was reported to Committee in October. In comparison with last quarter the total number of live tasks has increased. It is important to note that there are currently no 'Red' rated tasks (ie critical tasks that require to be urgently resolved) but there are five 'Amber' rated tasks that require prompt action. Details of all the tasks are summarised in the following sections.

Workstream Status

11. This document is shown in Appendix 3 and is intended to provide a single assessment of the overall status of the project (with a Red/Amber/Green RAG rating) and then a commentary. Significant progress has been made since the last report with the approval of the Local Development Scheme and Project Initiation Document. The Statement of Community Involvement was also supported and is currently subject to consultation. The Community Stakeholder Forum is also now meeting regularly.
12. The main areas of risk that are being attended to are the approval of the local plan budget as part of the Council Medium Term Financial Strategy which is due to be considered shortly at Full Council and then the staffing issues described in paragraph 7 above. On this latter point arrangements are in place to maintain cover and to recruit suitably experienced and qualified staff into the two posts.

Project Plan Live Tasks

13. This document is shown in Appendix 4, and is an extract from the live database in Microsoft Project for Quarter 3. It shows all the tasks which have been or are due to be progressed within the current quarter with a description of the task, assigned officer, key dates, a RAG rating and comments which set out what needs to be done to change amber or red ratings to green ones.

Draft Progress Letter to MHCLG

14. A draft update letter is shown in Appendix 5 based on the information above and the Committee is requested to note the contents.

Conclusions

15. The current progress on the local plan is in accordance with the timetable set out in the approved Local Development Scheme and the actions identified in the Risk Register and Project Plan are being actively undertaken.

Risk Analysis

16.

Risk	Likelihood	Impact	Mitigating actions
Failure to successfully Project Manage the Local Plan will result in an unsound Plan	1 – Provided robust and effective project management system established	4 - Lack of Spatial Strategy and planning policies leading to potentially unacceptable development	Establish a robust and effective project management system with appropriate oversight by the Scrutiny Committee

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

APPENDIX 1 - LOCAL PLAN RISK REGISTER

OFFICER NAME - SIMON PAYNE

JOB TITLE - PROJECT MANAGER

DATE OF LATEST REVISION - 01.12.20

ID REF.	DATE RAISED	RISK DESCRIPTION	RISK SCORE			MITIGATION MEASURES	AFTER RISK MITIGATION			ASSIGNED	STATUS	CHANGE & REASON	COMPLETE
			LIKELIHOOD	IMPACT	TOTAL SCORE		LIKELIHOOD	IMPACT	TOTAL SCORE				
1	24.08.20	Insufficient Resources to complete the plan	4	5	20	Effective project plan, approved budget and successful bids for external funding.	2	5	10	Gordon Glenday	open		
2	24.08.20	Insufficient capacity and lack of skills to complete the plan	4	5	20	Skills audit, training programme and recruitment of any additional staff	4	5	20	Gordon Glenday	open	Mitigated score, moved up from 10 due to two members of the LP team leaving for career opportunities. Urgent actions being implemented on cover and recruitment	
3	24.08.20	Evidence base flawed, incomplete or not up to date	3	5	15	Effective project management and governance	1	5	5	Stephen Miles	open		
4	24.08.20	Failure of community engagement to inform decision making	4	5	20	Approved project plan and effective project management	1	5	5	Stephen Miles	open		
5	24.08.20	Failure of DtC with stakeholders and statutory consultees	3	5	15	Effective project management and governance	1	5	5	Stephen Miles	open		
6	24.08.20	Failure to address corporate vision and objectives	2	5	10	Effective governance and project management	1	5	5	Gordon Glenday	open		
7	24.08.20	Plan is unsound due to failure to comply with statutory requirements	4	5	20	Effective project management and project leadership	2	5	10	Stephen Miles	open		
8	24.08.20	Preparation of the plan is delayed or slow and overtaken by events	4	5	20	Effective project management and governance	2	5	10	Simon Payne	open		
9	24.08.20	The plan will not address the full impact of economic and social change arising from Covid 19	4	5	20	Develop evidence base and ensure effective community engagement	3	5	15	Stephen Miles	open		
10	24.08.20	The Plan will fail to secure community benefit through lack of land value capture or public investment	4	5	20	Develop methodology including effective negotiations and funding bids	3	5	15	Simon Payne	open		

11	24.08.20	Failure to convince inspector that housing land supply is sufficient	4	5	20	Prepare sound housing land policies based on evidence	2	5	10	Stephen Miles	open		
12	24.08.20	Applications being granted on appeal undermine emerging strategy	5	5	25	Planning policy and development management to liaise closely in the determination of application and dealing with any subsequent appeals	4	5	20	Gordon Glenday	open		
13	24.08.20	Social distancing and the impact of Covid 19 will undermine the effectiveness of community engagement	4	5	20	Prepare a community engagement programme that takes social distancing into account.	3	5	15	Stephen Miles	open		
14	24.08.20	National changes to the plan making system through Planning for Change undermine the local plan making process	5	5	25	Continuing to review proposals arising from White Paper, formal representations as required and ongoing project plan review	3	5	15	Roger Harborough	open	Mitigated score moved down from 20 following informal responses by government about fully considering over 44,000 comments from a range of stakeholders	
15	24.08.20	Revised standard housing methodology leads to unacceptable and undeliverable housing numbers	5	5	25	Discussion and meeting with officials at MHCLG, formal representations and project plan review	4	5	20	Stephen Miles	open		
16	07.09.20	Devolution White Paper leads to administrative changes that undermine the LP making process	5	5	25	Engage in informal discussions with Stakeholders and respond to White Paper when published	3	5	15	Dawn French	Open		
17	07.09.20	Loss of staff and or difficulty in recruiting people with the appropriate skills and experience	4	5	20	Training programme, effective HR procedures and recruiting measures	4	5	20	Gordon Glenday	Open	Mitigated score, moved up from 10 due to two members of the LP team leaving for career opportunities. Urgent actions being implemented on cover and recruitment	
18	07.09.20	Volume and nature of consultation responses unmanagable	4	5	20	Approved project plan and effective project management	1	5	5	Stephen Miles	Open		
19	07.09.20	Lack of capacity of Stakeholders to respond in an effective and timely manner	3	5	15	Approved project plan and effective project management	1	5	5	Stephen Miles	Open		
20	07.09.20	Unexpected events making call on corporate resources	5	5	25	Ability to modify project plan and resourcing to respond to unexpected events	3	5	15	Gordon Glenday	Open		
21	07.09.20	Lack of political consensus	4	5	20	Establish LPLG with regular briefings and engagement with members	2	5	10	Gordon Glenday	Open		

22	07.09.20	Inconsistencies arising between LP and NP's	3	4	12	Review emerging strategy in the light of provisions in NP's	2	4	8	Stephen Miles	Open	Mitigated score reduced from 16 as result of officer work on reviewing emerging NP's	
23	07.09.20	Problems with deliverability/viability of sufficient sites to needs/requirements	4	5	20	Effective site selection assessment and negotiation methodologies	2	5	10	Stephen Miles	Open		
24	07.09.20	Legal challenge on proposed adoption	3	5	15	Effections project management and sound legal advice	1	5	5	Gordon Glenday	Open		
25	07.09.20	Impact of use classes order on Town Centres undermine spatial strategy	3	4	12	Review implications in preparing LP strategy	1	4	4	Stephen Miles	Open		
26	07.09.20	Permitted development changes undermine spatial strategy	3	4	12	Review implications in preparing LP strategy	1	4	4	Stephen Miles	Open		
27	07.09.20	Climate emergency and international agreements are not taken into account	3	5	15	Review implications in preparing LP strategy	1	5	5	Stephen Miles	Open		
28	07.09.20	Implications of Brexit adversely affect economic and growth proposals in the LP	3	4	12	Review implications in preparing LP strategy	1	4	4	Stephen Miles	Open		
29	08.10.20	Government Intervene to take over Local Plan Process	4	5	20	Approve LDS and deliver to approved timetable. Effective project management.	1	5	5	Stephen Miles	Open	NEW IDENTIFIED RISK	
30	08.10.20	Project Plan Document becomes corrupted	3	4	12	Agree protocol for backing up updated Risk Register and Project Plan	1	4	4	Simon Payne	Open	NEW IDENTIFIED RISK	
31	05.11.20	Community Engagement is not effective due to technical platform issues	3	4	12	Pre- Event practice sessions.Host officer to be trained in technical support and deliver solutions during event	1	4	4	Hayley Coles	Open	NEW IDENTIFIED RISK	
32	25.11.20	Community Stakeholder Forum fails to make an effective contribution to the Issues and Options stage	4	5	20	Balanced membership of panel, clear operating rules and effective communications to encourage public participation	3	5	15	Stephen Miles	Open	NEW IDENTIFIED RISK	

Local Plan Workplan Dashboard – 02.12.20

Period: Q3 01.10.20 – 31.12.20

TOTAL TASKS IN PERIOD		CHANGE
126	TOTAL TASKS	↑

BREAKDOWN IN STATUS		
58	TOTAL COMPLETED	↑
40	TOTAL STARTED	↑
28	TOTAL NOT STARTED	↑

RAG STATUS OF ALL WORK TASKS		
	0	↔
	5	↓
	63	↑

**Completed tasks do not show a RAG rating.*

APPENDIX 3

LOCAL PLAN WORKSTREAM STATUS

PERIOD: QUARTER THREE

1/10/20 – 31/12/20

DATE OF UPDATE: 02/12/20

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<p>Executive Summary</p> <p>Formal project initiation has been completed. LDS, SCI and PID approved by Cabinet 20.10.20. Council has responded to the White Paper 'Planning for the Future'. Capacity bid has been made to MHCLG and a decision is awaited. Council to approve LP budget as part of MTFS.</p> <p>Formal Community Engagement has commenced with the establishment of the Community Stakeholder Forum and dedicated web pages. Work is being commissioned on the Sustainability Appraisal and Accessibility Modelling.</p> <p>Two members of the local plans team are leaving for other jobs, cover is being arranged and recruitment needs to take place as soon as possible.</p> <p>The first Strategic Infrastructure Delivery Group meeting is being arranged to agree the programme to support the making of the Local Plan.</p>	RAG Status		AMBER
	Reasons	Actions	Date
	LP budget to be approved as part of MTFS	Full Council	08 December 2020
	Required Decisions		
	Description	Expected by	D. Date
	Council to approve LP budget as part of MTFS	Full Council	8 December 2020
	Appointment of new Principal Urban Designer and also Principal Transport Planner	Assistant Director Planning and Head of Planning and Development ECC	26 February 2021
	Programme of SID group to be agreed	SID Group	29 January 2021
Risk Issues with actual or potential overall project impact			

Ref #	RAG #	Description	Priority	Owner	Actions and Progress	D. Date
12	RED	Unacceptable planning application granted through appeal process	H	GG	Continued close liaison between Development Management and Planning Policy	Ongoing
15	RED	Standard housing methodology undermines sustainable spatial strategy	H	SM	Await decision by government following submission of responses to consultation.	To be confirmed
16	AMBER	Devolution White Paper leads to administrative changes that undermine the LP making process	H	DF	Engage in informal discussions with Stakeholders and respond to White Paper when published	To be confirmed
20	AMBER	Unexpected events making call on corporate resources	H	GG	Ability to modify project plan and resourcing to respond to unexpected events	Ongoing
21	YELLOW	Lack of political consensus	H	GG	Establish governance with regular briefings and engagement with members	Ongoing
17	RED	Loss of staff and or difficulty in recruiting people with the appropriate skills and experience	H	GG	Appointment of new Principal Urban Designer and also Principal Transport Planner	26.02.21
32	RED	Community Stakeholder Forum fails to make an effective contribution to the Issue and Options stage	H	SM	Balanced membership of panel, clear operational rules and effective communications to encourage public participation	30.06.21

Unique ID	Task Name	Resource Names	Start	Finish	% Complete	RAG Rating	Progress Notes
1159	Issues and Options Programme		Mon 03/08/20	Thu 01/09/22	28%	0	
1161	Parish and Town Councils LP Forum	Stephen Miles	Wed 02/12/20	Wed 16/06/21	0%	0	Set up and programme to be prepared
1168	Planning agents forum	Stephen Miles	Wed 02/12/20	Tue 15/06/21	0%	0	meeting date to be arranged
1169	All member briefing	Stephen Miles	Wed 02/12/20	Tue 15/06/21	0%	0	dates and content to be arranged
1170	Programme of meetings with infrastructure providers	Stephen Miles	Wed 02/12/20	Mon 28/12/20	0%	0	
1171	Programme of meetings DtC	Stephen Miles	Wed 02/12/20	Mon 28/12/20	0%	0	consider if this should be a joint meeting rather than individual
1172	Programme of evidence base work	Stephen Miles	Wed 02/12/20	Mon 28/12/20	0%	0	
693	Theme 1 - Where You Live 11.11.20	Joanna Hill,S Nicholas	Wed 07/10/20	Wed 30/06/21	39%	0	coordinator briefed Theme leads
1074	Analyse and summarise consultation received	Joanna Hill,Sarah Nicholas	Wed 09/12/20	Wed 16/12/20	0%	0	
1071	Take Consultation comments to CSF	Joanna Hill,Sarah Nicholas	Mon 11/01/21	Wed 13/01/21	0%	0	
1076	Report summary consultation to LPLG	Joanna Hill,Sarah Nicholas	Wed 13/01/21	Mon 08/02/21	0%	0	
1077	Monitor late consultation responses and summarise in final document	Joanna Hill,Sarah Nicholas	Wed 09/12/20	Mon 31/05/21	0%	0	
1072	Produce final summary document	Joanna Hill,Sarah Nicholas	Mon 31/05/21	Wed 30/06/21	0%	0	
676	Theme 2 - Character and Heritage 25.11.20	Paul Sallin	Wed 21/10/20	Wed 30/06/21	31%	0	coordinator briefed Theme leads
1093	Analyse and summarise consultation received	Paul Sallin	Wed 23/12/20	Thu 14/01/21	0%	0	
1095	Take Consultation comments to CSF	Paul Sallin	Mon 25/01/21	Wed 27/01/21	0%	0	
1096	Report summary consultation to LPLG	Paul Sallin	Mon 01/02/21	Mon 22/02/21	0%	0	
1218	Report LPLG feedback to CSF	Paul Sallin	Mon 22/02/21	Wed 24/02/21	0%	0	

1097	Monitor late consultation responses and summarise in final document	Paul Sallin	Mon 08/02/21	Mon 31/05/21	0%	0	
1098	Produce final summary document	Paul Sallin	Mon 31/05/21	Wed 30/06/21	0%	0	
710	Theme 3 - Climate Change 09.12.20	Lois Bowser,Luke Mills,Nathan Drover	Mon 26/10/20	Wed 30/06/21	19%	0	coordinator briefed Theme leads
712	Circulate Consultation document to Portfolio Holder and LPLG Chair	Lois Bowser,Luke Mills,Nathan Drover	Wed 02/12/20	Wed 02/12/20	0%	0	
1190	Send final consultation document to LM for agenda	Nathan Drover	Wed 02/12/20	Fri 04/12/20	0%	0	
1191	Send Guest panelist details to HR cc LM for invite	Nathan Drover	Fri 04/12/20	Fri 04/12/20	0%	0	
1025	send agenda and papers to AM	Luke Mills	Mon 07/12/20	Mon 07/12/20	0%	0	12 pm deadline
1027	Review panelists (send invites)	Luke Mills	Mon 07/12/20	Mon 07/12/20	0%	0	
720	Social Media 2 (followup)	Anna Mawson	Mon 07/12/20	Mon 07/12/20	0%	0	
956	CSF Introduction to Theme	Lois Bowser,Luke Mills,Nathan Drover	Wed 09/12/20	Wed 09/12/20	0%	0	
1101	Analyse and summarise consultation received	Nathan Drover	Wed 06/01/21	Wed 27/01/21	0%	0	
1103	Take Consultation comments to CSF	Nathan Drover	Mon 11/01/21	Wed 10/02/21	0%	0	
1104	Report summary consultation to LPLG	Nathan Drover	Wed 13/01/21	Wed 03/03/21	0%	0	
1219	Report LPLG feedback to CSF	Nathan Drover	Wed 10/03/21	Wed 10/03/21	0%	0	
1105	Monitor late consultation responses and summarise in final document	Nathan Drover	Mon 08/02/21	Mon 31/05/21	0%	0	
1106	Produce final summary document	Nathan Drover	Mon 31/05/21	Wed 30/06/21	0%	0	
727	Theme 4 - Transport 13.01.21	Nathan Drover,S Nicholas	Tue 01/12/20	Wed 30/06/21	11%	0	coordinator briefed Theme leads

1192	Send speaker details to HR to add invite on Zoom Webinar	Nathan Drover,S Nicholas	Thu 17/12/20	Fri 18/12/20	0%	0	
1031	Circulate Draft Consultation Document to Team for Comment	Nathan Drover,S Nicholas	Mon 28/12/20	Thu 31/12/20	0%	0	
1032	Circulate consultation document, Speakers presentations and Live polls to SM for sign off	Nathan Drover,S Nicholas	Thu 31/12/20	Wed 06/01/21	0%	0	
731	Press Release (Tues submission for Thursday publication)	Anna Mawson	Wed 02/12/20	Wed 06/01/21	0%	0	
728	Rehearsal	Nathan Drover,Sarah Nicholas	Wed 06/01/21	Wed 06/01/21	0%	0	
729	Circulate Consultation document to Portfolio Holder and LPLG Chair	Nathan Drover,Sarah Nicholas	Wed 06/01/21	Wed 06/01/21	0%	0	
732	Website(To align with newspaper publication date – Thursdays, AND with papers release)	Anna Mawson	Wed 06/01/21	Wed 06/01/21	0%	0	
733	Enewsletter (District – LP Category)	Anna Mawson	Wed 06/01/21	Wed 06/01/21	0%	0	
734	Members’ Bulletin/LP Update	Anna Mawson	Wed 06/01/21	Wed 06/01/21	0%	0	
735	Parish Update	Anna Mawson	Wed 06/01/21	Wed 06/01/21	0%	0	
736	Social Media 1	Anna Mawson	Wed 06/01/21	Wed 06/01/21	0%	0	
1193	Send final consultation document to LM for agenda	Nathan Drover,Sarah Nicholas	Fri 08/01/21	Fri 08/01/21	0%	0	
1194	Send Guest panelist details to HR cc LM for invite	Nathan Drover,Sarah Nicholas	Fri 08/01/21	Fri 08/01/21	0%	0	
1035	send agenda and papers to AM	Luke Mills	Fri 08/01/21	Fri 08/01/21	0%	0	12 pm deadline

1036	Agenda Publication (2 clear working days from meeting)	Anna Mawson	Fri 08/01/21	Mon 11/01/21	0%	0	
1037	Review panelists (send invites)	Luke Mills	Mon 11/01/21	Mon 11/01/21	0%	0	
737	Social Media 2 (followup)	Anna Mawson	Mon 11/01/21	Mon 11/01/21	0%	0	
957	CSF Introduction to Theme	Nathan Drover,S Nicholas	Wed 13/01/21	Wed 13/01/21	0%	0	
1109	Analyse and summarise consultation received	Nathan Drover,S Nicholas	Wed 10/02/21	Wed 17/02/21	0%	0	
1111	Take Consultation comments to CSF	Nathan Drover,S Nicholas	Mon 22/02/21	Wed 24/02/21	0%	0	
1112	Report summary consultation to LPLG	Nathan Drover,S Nicholas	Wed 10/03/21	Tue 23/03/21	0%	0	
1220	Report LPLG feedback to CSF	Nathan Drover,S Nicholas	Tue 23/03/21	Wed 24/03/21	0%	0	
1113	Monitor late consultation responses and summarise in final document	Nathan Drover,S Nicholas	Tue 23/03/21	Mon 31/05/21	0%	0	
1114	Produce final summary document	Nathan Drover,S Nicholas	Mon 31/05/21	Wed 30/06/21	0%	0	
744	Theme 5 - Leisure, Culture and Healthy Lifestyles 27.01.21	Joanna Hill,Sarah Nicholas,Lois Bowser	Fri 20/11/20	Wed 30/06/21	2%	0	coordinator briefed Theme leads
1039	Recruit speaker	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 25/11/20	Mon 28/12/20	0%		
1195	Send speaker details to HR to add invite on Zoom Webinar	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 23/12/20	Wed 30/12/20	0%	0	
748	Press Release (Tues submission for Thursday publication)	Anna Mawson	Mon 11/01/21	Mon 11/01/21	0%	0	
1040	Circulate Draft Consultation Document to Team for Comment	Sarah Nicholas,Joanna Hill,Lois Bowser	Fri 20/11/20	Wed 13/01/21	0%		

1041	Circulate consultation document, Speakers presentations and Live polls to SM for sign off	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 13/01/21	Wed 13/01/21	0%	0	
750	Enewsletter (District – LP Category)	Anna Mawson	Thu 14/01/21	Thu 14/01/21	0%	0	
749	Website(To align with newspaper publication date – Thursdays, AND with papers release)	Anna Mawson	Thu 14/01/21	Thu 14/01/21	0%	0	
751	Members’ Bulletin/LP Update	Anna Mawson	Thu 14/01/21	Thu 14/01/21	0%	0	
752	Parish Update	Anna Mawson	Thu 14/01/21	Thu 14/01/21	0%	0	
753	Social Media 1	Anna Mawson	Thu 14/01/21	Thu 14/01/21	0%	0	
745	Rehearsal	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 13/01/21	Wed 20/01/21	0%	0	
746	Circulate Consultation document to Portfolio Holder and LPLG Chair	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 20/01/21	Wed 20/01/21	0%	0	
1196	Send final consultation document to LM for agenda	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 20/01/21	Fri 22/01/21	0%	0	
1197	Send Guest panelist details to HR cc LM for invite	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 20/01/21	Fri 22/01/21	0%	0	
1042	send agenda and papers to AM	Luke Mills	Mon 25/01/21	Mon 25/01/21	0%	0	12 pm deadline
1043	Agenda Publication (2 clear working days from meeting)	Anna Mawson	Fri 08/01/21	Mon 25/01/21	0%	0	
754	Social Media 2 (followup)	Anna Mawson	Mon 25/01/21	Mon 25/01/21	0%	0	
1044	Review panelists (send invites)	Luke Mills	Tue 26/01/21	Tue 26/01/21	0%	0	
1214	Social Media 2 (followup)	Anna Mawson	Wed 27/01/21	Wed 27/01/21	0%	0	
958	CSF Introduction to Theme	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 27/01/21	Wed 27/01/21	0%	0	

1117	Analyse and summarise consultation received	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 24/02/21	Wed 03/03/21	0%	0	
1119	Take Consultation comments to CSF	Joanna Hill,Sarah Nicholas,Lois Bowser	Mon 08/03/21	Wed 10/03/21	0%	0	
1120	Report summary consultation to LPLG	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 10/03/21	Tue 06/04/21	0%	0	
1221	Report LPLG feedback to CSF	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 07/04/21	Wed 07/04/21	0%	0	
1121	Monitor late consultation responses and summarise in final document	Joanna Hill,Sarah Nicholas,Lois Bowser	Wed 07/04/21	Mon 31/05/21	0%	0	
1122	Produce final summary document	Joanna Hill,Sarah Nicholas,Lois Bowser	Mon 31/05/21	Wed 30/06/21	0%	0	
761	Theme 6 - Biodiversity 10.02.21 Lead Officer to be confirmed	Lois Bowser	Mon 04/01/21	Wed 30/06/21	3%	0	coordinator briefed Theme leads
1045	Recruit speaker	Lois Bowser	Mon 04/01/21	Wed 27/01/21	0%	0	
1046	Circulate Draft Consultation Document to Team for Comment	Lois Bowser	Mon 04/01/21	Wed 27/01/21	0%	0	
1047	Circulate consultation document, Speakers presentations and Live polls to SM for sign off	Lois Bowser	Wed 27/01/21	Wed 27/01/21	0%	0	
766	Website(To align with newspaper publication date – Thursdays, AND with papers release)	Anna Mawson	Thu 28/01/21	Thu 28/01/21	0%	0	
767	Enewsletter (District – LP Category)	Anna Mawson	Thu 28/01/21	Thu 28/01/21	0%	0	
768	Members' Bulletin/LP Update	Anna Mawson	Thu 28/01/21	Thu 28/01/21	0%	0	
769	Parish Update	Anna Mawson	Thu 28/01/21	Thu 28/01/21	0%	0	
770	Social Media 1	Anna Mawson	Thu 28/01/21	Thu 28/01/21	0%	0	

765	Press Release (Tues submission for Thursday publication)	Anna Mawson	Fri 29/01/21	Fri 29/01/21	0%	0	
1198	Send speaker details to HR to add invite on Zoom Webinar	Lois Bowser	Wed 27/01/21	Fri 29/01/21	0%	0	
762	Rehearsal	Lois Bowser	Wed 27/01/21	Wed 03/02/21	0%	0	
763	Circulate Consultation document to Portfolio Holder and LPLG Chair	Lois Bowser	Wed 03/02/21	Wed 03/02/21	0%	0	
1199	Send final consultation document to LM for agenda	Lois Bowser	Fri 05/02/21	Fri 05/02/21	0%	0	
1200	Send Guest panelist details to HR cc LM for invite	Lois Bowser	Fri 05/02/21	Fri 05/02/21	0%	0	
1048	send agenda and papers to AM	Luke Mills	Mon 08/02/21	Mon 08/02/21	0%	0	12 pm deadline
1049	Agenda Publication (2 clear working days from meeting)	Anna Mawson	Fri 08/01/21	Mon 08/02/21	0%	0	
1050	Review panelists (send invites)	Luke Mills	Mon 08/02/21	Mon 08/02/21	0%	0	
771	Social Media 2 (followup)	Anna Mawson	Mon 08/02/21	Mon 08/02/21	0%	0	
959	CSF Introduction to Theme	Lois Bowser	Wed 10/02/21	Wed 10/02/21	0%	0	
1128	Analyse and summarise consultation received	Lois Bowser	Wed 10/03/21	Wed 17/03/21	0%	0	
1130	Take Consultation comments to CSF	Lois Bowser	Mon 22/03/21	Wed 24/03/21	0%	0	
1131	Report summary consultation to LPLG	Lois Bowser	Wed 24/03/21	Mon 19/04/21	0%	0	
1222	Report LPLG feedback to CSF	Lois Bowser	Mon 19/04/21	Wed 21/04/21	0%	0	
1132	Monitor late consultation responses and summarise in final document	Lois Bowser	Wed 24/03/21	Mon 31/05/21	0%	0	

1133	Produce final summary document	Lois Bowser	Mon 31/05/21	Wed 30/06/21	0%	0	
778	Theme 7 - Local Economy 24.02.21	Lois Bowser, Demetria Macdonald, Joanna Hill	Mon 04/01/21	Wed 30/06/21	0%	0	coordinator briefed Theme leads
1051	Recruit speaker	Lois Bowser, Demetria Macdonald, Joanna Hill	Mon 04/01/21	Wed 10/02/21	0%	0	
1201	Send Guest panelist details to HR cc LM for invite	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 10/02/21	Wed 10/02/21	0%	0	
1052	Circulate Draft Consultation Document to Team for Comment	Lois Bowser, Demetria Macdonald, Joanna Hill	Mon 04/01/21	Wed 10/02/21	0%	0	
1053	Circulate consultation document, Speakers presentations and Live polls to SM for sign off	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 10/02/21	Wed 10/02/21	0%	0	
782	Press Release (Tues submission for Thursday publication)	Anna Mawson	Thu 11/02/21	Thu 11/02/21	0%	0	
783	Website (To align with newspaper publication date – Thursdays, AND with papers release)	Anna Mawson	Thu 11/02/21	Thu 11/02/21	0%	0	
784	Enewsletter (District – LP Category)	Anna Mawson	Thu 11/02/21	Thu 11/02/21	0%	0	
785	Members' Bulletin/LP Update	Anna Mawson	Thu 11/02/21	Thu 11/02/21	0%	0	
786	Parish Update	Anna Mawson	Thu 11/02/21	Thu 11/02/21	0%	0	
787	Social Media 1	Anna Mawson	Thu 11/02/21	Thu 11/02/21	0%	0	
779	Rehearsal	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 10/02/21	Wed 17/02/21	0%	0	
780	Circulate Consultation document to Portfolio Holder and LPLG Chair	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 17/02/21	Wed 17/02/21	0%	0	
1202	Send final consultation document to LM for agenda	Lois Bowser, Demetria Macdonald, Joanna Hill	Fri 19/02/21	Fri 19/02/21	0%	0	

1203	Send Guest panelist details to HR cc LM for invite	Lois Bowser, Demetria Macdonald, Joanna Hill	Fri 19/02/21	Fri 19/02/21	0%	0	
1054	send agenda and papers to AM	Luke Mills	Mon 22/02/21	Mon 22/02/21	0%	0	12 pm deadline
1055	Agenda Publication (2 clear working days from meeting)	Anna Mawson	Fri 08/01/21	Mon 22/02/21	0%	0	
1056	Review panelists (send invites)	Luke Mills	Mon 08/02/21	Mon 22/02/21	0%	0	
788	Social Media 2 (followup)	Anna Mawson	Mon 22/02/21	Mon 22/02/21	0%	0	
1212	Upload consultation document to Keystone Objective and comments for website	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 24/02/21	Wed 24/02/21	0%	0	
960	CSF Introduction to Theme	Demetria Macdonald, Joanna Hill, Lois Bowser	Wed 24/02/21	Wed 24/02/21	0%	0	
1135	Consultation responses received	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 24/03/21	Wed 24/03/21	0%	0	
1136	Analyse and summarise consultation received	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 24/03/21	Wed 31/03/21	0%	0	
1137	Produce Summary of Comments from consultation for CSF	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 24/03/21	Wed 31/03/21	0%	0	Based on objective responses
1138	Take Consultation comments to CSF 13.01.21	Lois Bowser, Demetria Macdonald, Joanna Hill	Mon 05/04/21	Wed 07/04/21	0%	0	
1139	Report summary consultation to LPLG	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 07/04/21	Tue 04/05/21	0%	0	
1223	Report LPLG feedback to CSF	Lois Bowser, Demetria Macdonald, Joanna Hill	Tue 04/05/21	Wed 05/05/21	0%	0	
1140	Monitor late consultation responses and summarise in final document	Lois Bowser, Demetria Macdonald, Joanna Hill	Wed 07/04/21	Mon 31/05/21	0%	0	
1141	Produce final summary document	Lois Bowser, Demetria Macdonald, Joanna Hill	Mon 31/05/21	Wed 30/06/21	0%	0	
795	Theme 8 - Homes 10.03.21	Sarah Nicholas	Fri 08/01/21	Wed 30/06/21	0%	0	coordinator briefed Theme leads

1057	Recruit speaker	Sarah Nicholas	Mon 01/02/21	Wed 24/02/21	0%	0	
1058	Circulate Draft Consultation Document to Team for Comment	Sarah Nicholas	Mon 01/02/21	Wed 24/02/21	0%	0	
1059	Circulate consultation document to SM (cc GG) for sign off	Sarah Nicholas	Wed 24/02/21	Wed 24/02/21	0%	0	
799	Press Release (Tues submission for Thursday publication)	Anna Mawson	Mon 22/02/21	Wed 24/02/21	0%	0	
801	Enewsletter (District – LP Category)	Anna Mawson	Thu 25/02/21	Mon 30/12/48	0%	0	
802	Members' Bulletin/LP Update	Anna Mawson	Thu 25/02/21	Thu 25/02/21	0%	0	
800	Website(To align with newspaper publication date – Thursdays, AND with papers release)	Anna Mawson	Thu 25/02/21	Thu 25/02/21	0%	0	
803	Parish Update	Anna Mawson	Thu 25/02/21	Thu 25/02/21	0%	0	
804	Social Media 1	Anna Mawson	Thu 25/02/21	Thu 25/02/21	0%	0	
796	Rehearsal	Sarah Nicholas	Wed 24/02/21	Wed 03/03/21	0%	0	
1217	Circulate Consultation document to Portfolio Holder and LPLG Chair	Sarah Nicholas	Wed 03/03/21	Wed 03/03/21	0%	0	
1205	Send final consultation document to LM for agenda	Sarah Nicholas	Fri 05/03/21	Fri 05/03/21	0%	0	
1206	Send Guest panelist details to HR cc LM for invite	Sarah Nicholas	Fri 05/03/21	Fri 05/03/21	0%	0	
1060	send agenda and papers to AM	Luke Mills	Mon 08/03/21	Mon 08/03/21	0%	0	12 pm deadline
1061	Agenda Publication (2 clear working days from meeting)	Anna Mawson	Fri 08/01/21	Mon 08/03/21	0%	0	

1062	Review panelists (send invites)	Luke Mills	Mon 08/02/21	Mon 08/03/21	0%	0	
805	Social Media 2 (followup)	Anna Mawson	Mon 08/03/21	Mon 08/03/21	0%	0	
1211	Upload consultation document to Keystone Objective and comments for website	Sarah Nicholas	Wed 10/03/21	Wed 10/03/21	0%	0	
961	CSF Introduction to Theme	Sarah Nicholas	Wed 10/03/21	Wed 10/03/21	0%	0	
1144	Analyse and summarise consultation received	Sarah Nicholas	Wed 07/04/21	Wed 14/04/21	0%	0	
1145	Produce Summary of Comments from consultation for CSF	Sarah Nicholas	Wed 07/04/21	Wed 14/04/21	0%	0	Based on objective responses
1146	Take Consultation comments to CSF	Sarah Nicholas	Mon 19/04/21	Wed 21/04/21	0%	0	
1147	Report summary consultation to LPLG	Sarah Nicholas	Wed 21/04/21	Mon 17/05/21	0%	0	
1224	Report LPLG feedback to CSF	Sarah Nicholas	Mon 17/05/21	Wed 19/05/21	0%	0	
1148	Monitor late consultation responses and summarise in final document	Sarah Nicholas	Wed 21/04/21	Mon 31/05/21	0%	0	
1149	Produce final summary document	Sarah Nicholas	Mon 31/05/21	Wed 30/06/21	0%	0	
812	Theme 9 - Creating New Places and Communities 24.03.21	Luke Mills	Fri 08/01/21	Wed 30/06/21	0%	0	coordinator briefed Theme leads
1063	Recruit speaker	Luke Mills	Mon 25/01/21	Wed 10/03/21	0%	0	
1207	Send speaker details to HR to add invite on Zoom Webinar	Luke Mills	Wed 10/03/21	Wed 10/03/21	0%	0	
1064	Circulate Draft Consultation Document to Team for Comment	Luke Mills	Mon 25/01/21	Wed 10/03/21	0%	0	

1065	Circulate consultation document, Speakers presentations and Live polls to SM for sign off	Luke Mills	Wed 10/03/21	Wed 10/03/21	0%	0	
816	Press Release (Tues submission for Thursday publication)	Anna Mawson	Mon 08/03/21	Wed 10/03/21	0%	0	
817	Website(To align with newspaper publication date – Thursdays, AND with papers release)	Anna Mawson	Thu 11/03/21	Thu 11/03/21	0%	0	
818	Enewsletter (District – LP Category)	Anna Mawson	Thu 11/03/21	Thu 11/03/21	0%	0	
819	Members' Bulletin/LP Update	Anna Mawson	Thu 11/03/21	Thu 11/03/21	0%	0	
821	Social Media 1	Anna Mawson	Thu 11/03/21	Thu 11/03/21	0%	0	
813	Rehearsal	Luke Mills	Wed 10/03/21	Wed 17/03/21	0%	0	
814	Circulate Consultation document to Portfolio Holder and LPLG Chair	Luke Mills	Wed 17/03/21	Wed 17/03/21	0%	0	
1208	Send final consultation document to LM for agenda	Luke Mills	Wed 17/03/21	Fri 19/03/21	0%	0	
1209	Send Guest panelist details to HR cc LM for invite	Luke Mills	Fri 19/03/21	Fri 19/03/21	0%	0	
1066	send agenda and papers to AM	Luke Mills	Mon 22/03/21	Mon 22/03/21	0%	0	12 pm deadline
1067	Agenda Publication (2 clear working days from meeting)	Anna Mawson	Fri 08/01/21	Mon 22/03/21	0%	0	
1068	Review panelists (send invites)	Luke Mills	Mon 08/02/21	Mon 22/03/21	0%	0	
820	Parish Update	Anna Mawson	Thu 11/03/21	Thu 11/03/21	0%	0	
822	Social Media 2 (followup)	Anna Mawson	Mon 22/03/21	Mon 22/03/21	0%	0	

1210	Upload consultation document to Keystone Objective and comments for website	Luke Mills	Wed 24/03/21	Wed 24/03/21	0%	0	
962	CSF Introduction to Theme	Luke Mills	Wed 24/03/21	Wed 24/03/21	0%	0	
1151	Consultation responses received	Luke Mills	Wed 21/04/21	Wed 21/04/21	0%	0	
1152	Analyse and summarise consultation received	Luke Mills	Wed 21/04/21	Wed 28/04/21	0%	0	
1153	Produce Summary of Comments from consultation for CSF	Luke Mills	Wed 21/04/21	Wed 28/04/21	0%	0	Based on objective responses
1154	Take Consultation comments to CSF	Luke Mills	Mon 03/05/21	Wed 05/05/21	0%	0	
1155	Report summary consultation to LPLG	Luke Mills	Wed 05/05/21	Tue 01/06/21	0%	0	
1225	Report LPLG feedback to CSF	Luke Mills	Tue 01/06/21	Wed 02/06/21	0%	0	
1156	Monitor late consultation responses and summarise in final document	Luke Mills	Wed 05/05/21	Mon 31/05/21	0%	0	
1157	Produce final summary document	Luke Mills	Mon 31/05/21	Wed 30/06/21	0%	0	
620	Preferred Options Prep Work	Stephen Miles	Tue 01/09/20	Wed 31/07/24	4%	0	
621	Pre-Submission Prep Work	Stephen Miles	Mon 02/05/22	Fri 30/12/22	0%	0	
622	Submission Prep Work	Stephen Miles	Mon 01/05/23	Fri 30/06/23	0%	0	
623	Submission to PINS (Reg 19)	Stephen Miles	Tue 01/08/23	Thu 31/08/23	0%	0	
624	Adoption	Stephen Miles	Mon 01/07/24	Wed 31/07/24	0%	0	
625	Examination (Public)	Stephen Miles	Fri 01/09/23	Fri 28/06/24	0%	0	

627	Consultation and Publication on preferred option (Reg 18)	Stephen Miles	Tue 01/03/22	Fri 29/04/22	0%	0	
628	Consultation and Publication on pre-submission draft (Reg 19)	Stephen Miles	Wed 01/03/23	Fri 28/04/23	0%	0	
629	Governance on preferred options (Reg 18)	Stephen Miles	Fri 31/12/21	Mon 28/02/22	0%	0	Not Started.
630	Governance on submission draft (Reg 19)	Stephen Miles	Mon 02/01/23	Tue 28/02/23	0%	0	
631	Governance submission to PINS	Stephen Miles	Mon 03/07/23	Fri 28/07/23	0%	0	
989	Infrastructure Delivery	Roger Harborough	Fri 30/10/20	Fri 28/01/22	9%	0	
1175	Issue Tender on IDP baseline study	Lois Bowser	Wed 20/01/21	Wed 20/01/21	0%	0	
1176	evaluate tender returns on IDP baseline study	Lois Bowser	Wed 20/01/21	Fri 19/02/21	0%	0	
1008	IDP baseline and deficit gap analysis report	Lois Bowser	Thu 01/04/21	Fri 30/04/21	0%	0	
1009	Draft IDP report to support the preferred options plan	Lois Bowser	Fri 01/10/21	Mon 01/11/21	0%	0	
1010	Consultation on draft IDP final report	Lois Bowser	Mon 01/11/21	Fri 28/01/22	0%	0	
1177	Initiate IDP study on preferred options	Lois Bowser	Tue 01/06/21	Fri 01/10/21	0%	0	
1003	Strategic Infrastructure Delivery Group		Thu 15/10/20	Thu 31/12/20	37%	0	
991	Establish programme for SIDG	Simon Payne	Wed 18/11/20	Thu 31/12/20	0%		to be reported to the inaugural meeting
990	Establish SIDG	Simon Payne	Thu 15/10/20	Thu 31/12/20	0%		Dates for inaugural meeting to be canvassed
984	Strategic Sites		Wed 30/09/20	Tue 10/12/24	90%	0	
640	Review Emerging strategy in light of provisions in NP's	Stephen Miles	Thu 01/04/21	Thu 30/12/21	0%	0	
641	Finance and Resources	Gordon Glenday	Wed 01/07/20	Mon 03/07/23	59%	0	

642	Review of Revised LP Budget	Gordon Glenday	Wed 01/07/20	Mon 03/07/23	59%	0	Ongoing process. Latest budget in PID and MTFS
644	2 - Approve Revised Budget 21/22 onwards	Dawn French	Thu 01/07/21	Thu 01/07/21	0%	0	
645	3 - Approve Revised Budget 22/23 onwards	Dawn French	Fri 01/07/22	Fri 01/07/22	0%	0	
646	4 - Approve Revised Budget 23/24 onwards	Dawn French	Mon 03/07/23	Mon 03/07/23	0%	0	
851	MHCLG Quarterly Progress Report	Stephen Miles	Fri 07/08/20	Tue 30/04/24	16%	0	First letter sent to MHCLG. Ongoing process quarterly
1178	2020/2021 Q4	Stephen Miles	Fri 30/04/21	Fri 30/04/21	0%	0	
1226	2021/2022 Q1	Stephen Miles	Fri 06/08/21	Fri 06/08/21	0%	0	
1227	2021/2022 Q2	Stephen Miles	Tue 30/11/21	Tue 30/11/21	0%	0	
1228	2021/2022 Q3	Stephen Miles	Fri 28/01/22	Fri 28/01/22	0%	0	
1229	2021/2022 Q4	Stephen Miles	Fri 29/04/22	Fri 29/04/22	0%	0	
1230	2022/2023 Q1	Stephen Miles	Fri 05/08/22	Fri 05/08/22	0%	0	
1231	2022/2023 Q2	Stephen Miles	Wed 30/11/22	Wed 30/11/22	0%	0	
1232	2022/2023 Q3	Stephen Miles	Fri 27/01/23	Fri 27/01/23	0%	0	
1233	2022/2023 Q4	Stephen Miles	Fri 28/04/23	Fri 28/04/23	0%	0	
1234	2023/2024 Q1	Stephen Miles	Mon 07/08/23	Mon 07/08/23	0%	0	
1235	2022/2024 Q2	Stephen Miles	Thu 30/11/23	Thu 30/11/23	0%	0	
1236	2022/2024 Q3	Stephen Miles	Mon 29/01/24	Mon 29/01/24	0%	0	
1237	2022/2024 Q4	Stephen Miles	Tue 30/04/24	Tue 30/04/24	0%	0	
852	Peer Review Group		Wed 05/08/20	Tue 31/05/22	98%	0	

1069	Initial Spatial Strategy Options Work	Stephen Miles	Tue 31/05/22	Tue 31/05/22	0%	0	
859	Evidence base		Mon 03/08/20	Mon 03/07/23	9%	0	
951	Review Impact of use classes order on town centres	Stephen Miles	Fri 01/01/21	Fri 30/04/21	0%	0	not started
952	Review impact of PD changes on spatial strategy	Stephen Miles	Fri 01/01/21	Fri 30/04/21	0%	0	not started
953	Review impact of Brexit on economic and growth proposals	Stephen Miles	Fri 01/01/21	Fri 30/04/21	0%	0	not started
874	Landscape Character Specific Sites Assessment	Urban Designer	Mon 03/05/21	Thu 30/09/21	0%	0	UD to lead not started
877	Heritage Study Sites – Preferred Options	Urban Designer	Mon 03/05/21	Thu 30/09/21	0%	0	UD to lead, not started
882	Background Research Work		Wed 05/08/20	Wed 31/07/24	10%	0	
885	Land Value Capture	Stephen Miles	Mon 28/12/20	Tue 23/03/21	0%	0	
886	Delivery Mechanisms	Stephen Miles	Mon 28/12/20	Fri 29/10/21	0%	0	
887	Long Term Stewardship	Stephen Miles	Mon 30/11/20	Fri 29/10/21	0%		

APPENDIX 5
DRAFT LETTER TO MHCLG

Jonathan Blathwayt
Senior Planning Officer
Planning Development Plans
The Ministry of Housing Communities & Local Government
Fry Building,
2 Marsham Street,
London SW1P 4DF

XX December 2020

Our ref: Please ask for Simon Payne on 07789 816405

email: spayne@uttlesford.gov.uk

Dear Mr Blathwayt,

Uttlesford Local Plan Update

I refer to my previous letters when I have provided you with an update on progress by the Council to prepare a new local plan. This letter deals with the position up to the end of quarter 3 of the current financial year.

I am pleased to advise you that work continues to progress in accordance with the revised Local Development Scheme which was adopted by the Cabinet of the Council on 20 October 2020.

The Issues and Options stage of the local plan commenced last month with the start of an online Community Stakeholder Forum which is meeting over a five month period exploring nine separate local plan topics. The public and all stakeholders are being encouraged to submit their comments on these topics and the feedback will form a central part of the local plan evidence base

The Scrutiny Committee of the District Council continues to carefully monitor progress on the local plan through regular updates on the Risk Register and Project Plan. It is expected that you will receive the next update before the end of March 2021.

Please do not hesitate to contact me if you require any further information.

Yours sincerely,

Stephen Miles.....

Committee: Scrutiny Committee (Local Plan) **Date:** Thursday, 10 December 2020
Title: Local Plan Issues and Options Programme
Report Author: Simon Payne, Local Plan Project Manager
spayne@uttlesford.gov.uk

Summary

1. Work has commenced on the Issues and Options stage of the new local plan and this report describes how the outputs of this work will be brought into a formal Issues and Options document for consideration by this Leadership Group.

Recommendations

2. The Committee is invited to note and comment on the proposed approach set out in this report.

Financial Implications

3. The costs of the work described in this report are included within the local plan budget in the Project Initiation Document approved by Cabinet On 20 October 2020.

Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report:
 - [Local Plan Project Initiation Document](#)

Impact

- 5.

Communication/Consultation	This document sets out how the outputs of the Issues and Options work will be brought into a formal document for consideration by this Leadership Group.
Community Safety	N/a
Equalities	N/a
Health and Safety	N/a

- Leisure, culture and healthy lifestyles
 - Biodiversity
 - Local economy
 - Homes
 - Creating new places and communities
8. In the case of each topic an online presentation is being made by an external speaker, and then this is followed by an online discussion by a panel of individuals from selected interest groups. The panel is not intended to be an alternative to elected members who represent the whole community. The panel is simply intended to generate a conversation for the public to comment on.
 9. The public and all stakeholders, are then invited to comment by making written representations. The presentation and the discussion are recorded and available on line for everyone to view. After four weeks, a summary of all the comments made on each theme are reported to the Forum. In turn this summary, and the Forums response, will be reported and discussed at Local Plan Leadership Group. It will therefore be necessary to timetable regular meetings of the Group to cover each topic. Finally the whole conversation, with the deliberations of the Leadership Group, will be published for inclusion in the Issues and Options Document.
 10. The Forum is an innovative approach which is intended to broaden consultation in the local plan and allow everyone the opportunity to be involved at the earliest stage of plan making before proposals have been formulated. It is hoped it will give a voice to stakeholders who may not otherwise get involved across a wider range of age groups and social backgrounds. The approach reflects the principle of 'Co-design' which is seen as best practice when involving the community to participate in plan making.
 11. One further important point is that the approach also takes account of advice from the East of England Local Government Association Peer Review Group who advocated a long consultation phase with a formal document at the end to set out the results of the consultation. Traditionally the approach is for a Council to draft a formal Issues and Options document at the beginning for consultation and then to ask stakeholders for comments. In the case of the new local plan we are seeking stakeholders comments first.
 12. The Community Stakeholder Forum only represents one, albeit very important, part of the conversations that will be taking place during the next seven month period of the Issues and Options stage. The following table sets out the other main elements of engagement together with the expected outputs for inclusion in the formal Issues and Options Document to be reported to LPLG and Cabinet.

Table: Inputs into the Issues and Options Summary Document

Source/input	Participants	Inputs	Timing	Comments
Community Stakeholder Forum	Specialist Community Interest Groups	Formal Summary Document on 9 topics following online representations by public and all stakeholders	November 2020 – June 2021	First topic meeting took place on 11.11.20
Parish and Town Councils Forum	All local Councils	Minutes of Forum meetings based on selected topics	November 2020 – April 2021	Programme in preparation. Likely to be two meetings. It is hoped local councils will input into the Stakeholder Forum and the value in this additional forum will allow conversations on matters of collective interest that will be identified by the local councils themselves. Care will be taken to ensure the conversations allow all types of local councils to express their views.
Call for Sites	Landowners, developers and agents	Register of Sites and Proposals across the district	December 2020 – March 2021	Likely to include call for 'green' sites as well as housing, employment and other development.
Planning Agents Forum	Planning Agents	Minutes of Forum meetings based on selected topics	March 2021	One meeting of the Forum.
All Member Briefings	All district councillors	Update briefings on	January - March	Possibly two, one on strategic options and one on from the

		selected topics	2021	call for sites and setting out process going forward
Infrastructure Providers	To include water companies, transport operators, energy companies etc...	Meetings as and when required. Minutes of meetings	October 2020 – April 2021	First meeting with Water companies/agencies was held on 20.10.20. Other meetings being planned.
Duty to Co-operate Partners	Adjacent local authorities and statutory bodies	Meetings as and when required. Minutes of meetings	July 2020 – April 2020	Two meetings held with Greater Cambridge Planners. Separate meetings held with Historic England and Natural England. Further meetings being planned including meetings with other partners.
Evidence Base Work	Range of issues such as Sustainability Appraisal. Transport accessibility studies (TRACC)	Formal reports	October 2020 – April 2021	Some of this work will inform later stages. Issues and Options document may include baseline information such as sub district profiles. Housing land availability updates are part of this too.
Strategic Infrastructure Delivery Group	Strategic issues on topics such as transport, energy, water	Formal reports and studies	December – April 2021	Some of this work will inform later stages. The Issues and Options document may include baseline information such as Infrastructure Delivery Plan work.
Other	Especially	Formal reports	October	Some of this work

Engagement Forums	cross boundary groups such as EPOA, Transport East and SHMA.	and studies	2020 – April 2021	will inform later stages. Issues and Options document may include baseline information such as housing market areas.
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Risk Analysis

13.

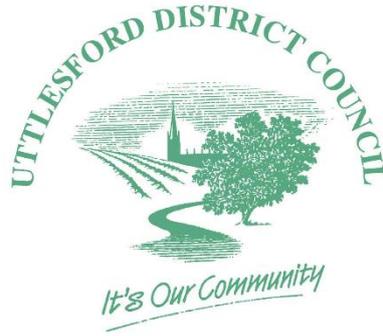
Risk	Likelihood	Impact	Mitigating actions
The Issues and Options stage may not identify all the necessary matters or allow all stakeholders to effectively contribute	2 – significantly reduced risk given proposed programme	4 – Failure at this stage could ultimately lead to an unsound local plan	Implementation of programme of action as described in the foregoing report.

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

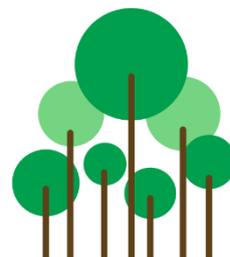
4 = Near certainty of risk occurring, catastrophic effect or failure of project.



Uttlesford District Council

Local Plan

Community Engagement Strategy 2020



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1. Context for Community Engagement

- 1.1. When preparing a Local Plan, the aim of good engagement is to have better decision making with improved legitimacy, where the community is fully involved and development is aligned to the needs of today's and future communities. The Council recognises these aims as the means to help it understand people's views and develop a locally relevant and sound Local Plan.
- 1.2. The [Statement of Community Involvement](#) (SCI) outlines the standard required consultation and identifies the range of engagement methods available to help prepare the Plan. This strategy builds on the SCI to set out in more detail the methods of engagement and how they can be tailored to each consultation stage, the needs of the community and other consultees.
- 1.3. The importance of community engagement is stated at national level with Paragraph 61 of the Planning Practice Guidance (PPG) on Plan-making requiring *effective engagement and consultation with local communities, businesses and other interested parties*.
- 1.4. At the local level the Council's [Corporate Plan](#) emphasises 'putting residents first', with the result being that *"residents will know their views have been listened to; they will feel they have the opportunity to influence the decision making; they will understand why decisions have been made even if they disagree with them. They will report increased levels of trust and confidence in the way the Council conducts its business and manages its resources"*.
- 1.5. The [Corporate Consultation Strategy](#) contains the Council's Consultation Charter the principles of which can be summarised that all consultations undertaken by the Council should be:
 - Clear – Clear and concise questions are asked and consultees are clear why we are consulting and how we are using their feedback.
 - Effective – The appropriate methods and resources are used in consultation so that the information produced is both useful and used
 - Inclusive – The diverse range of groups from all corners of Uttlesford are included in consultation
 - Consistent – High standards of consultation are used throughout the Council whenever consultation is carried out
 - Co-ordinated – Consultation is planned, avoids duplication and maximises, where possible, opportunities for joint consultation.

2. Six Key Messages

- 2.1. There are six key messages to be borne in mind when considering engagement on the Local Plan.
 - i. *The Local Plan is an important document which many people might not know very much about or even have heard of.*

For many, planning is not seen as relevant to them until a house or a change of use or an extension is proposed next door. However, it does affect everyone living, working or visiting the district. Can I extend my house? If I can't buy a house are there alternatives? Is the new housing within my budget? Is there somewhere for children to play or for sport? Can I walk somewhere to enjoy nature? Can I get a job

I can walk or cycle to? It is important that the engagement explains why the local plan is important to them. It needs to be attractive with clear messages to encourage as many people and groups as possible to take part and shape the plan.

ii. This is the start of a 4-year process.

Preparing the Local Plan involves two formal stages of consultation, an independent and public examination of the plan concludes with the Council adopting the Local Plan. It is important that the Council clearly explains that preparing a local plan is a lengthy process. Each engagement stage needs to explain where in the process it is, what has happened, how comments have been taken into account and what will happen next.

iii. Uttlesford has declared a Climate and Ecological emergency

Like many of its neighbouring councils, Uttlesford has declared a Climate and Ecological Emergency. The purpose being to act now to prevent a climate and ecological catastrophe that will greatly impact future generations. The Council is committed to achieving net-zero carbon status by 2030 and protecting and enhancing biodiversity by working collaboratively across the Council and the community and producing an action plan which will have been significantly delivered by April 2023. It is important that the engagement asks for views on how the Local Plan can respond to this declaration and put the environment at its centre.

iv. Uttlesford is an area where people want to live.

The engagement needs to explain that the Council will have to use a national standard to identify the number of houses needed to address the growth in households and historic undersupply. We need to make sure that the plan allows existing residents to remain living and working in the area as their family circumstances change and that new residents are properly planned for. The engagement needs to ask for views on how the Local Plan can deliver the right types of homes, jobs and environment for future generations.

v. There will not be complete consensus on the Local Plan across the community.

Whilst recognising this, the Council will use the engagement process to test each stage of the plan with residents, businesses and organisations to make it a better plan. The engagement will allow people to see and hopefully understand the views of others and explore the implications of their own views.

vi. A huge amount of data and evidence is an important part of the Local Plan.

The strategy and policies of the Local Plan will be led by the evidence. Some of the evidence produced for the recently withdrawn local plan can be rolled forward, other topics will need new evidence. It is not considered best practice to consult on the technical studies as they are factual assessments. The Council will engage with the relevant infrastructure providers and use the Local Plan Leadership Group to scrutinise the technical work. By its very nature the evidence can be lengthy and technical. It is important that the engagement explains the evidence and the implications clearly and succinctly.

3. The Principles of Community Engagement on the Local Plan

3.1. This strategy sets a number of principles to guide the community engagement throughout the Local Plan process. These principles are based on the Consultation Institute's best practice.

3.2. Principles

a. All engagement will be conducted with integrity

The Council will be honest in its engagement, engaging in the early stages of plan making and will have a genuine willingness to listen and be influenced.

b. All engagement will be visible

The Council will make a real effort to make all of those who have a right to participate aware of what is going on to facilitate recognising and enhancing a sense of identity with the local area, creating a local sense of pride and greater sense of community.

c. All engagement will be accessible and use methods to reach as many local people and businesses as possible

The Council will reach out to those whose voices are seldom heard, being inclusive, fair and representative in the plan making process. The Council will use a variety of engagement method to ensure a wide range of people and groups are reached as possible. The website will be easily navigated. Documents will be written in plain English avoiding jargon and explaining technical terms. Documents will be prepared in a format which can be easily read digitally.

d. All engagement will be transparent

The Council will make clear the purpose of the engagement, the timescale of the engagement, its legal status, how to make comments and how they will be dealt with and what happens next. Documents will be disclosed by the Council and made public unless there is a specific reason to make them exempt. Residents and other stakeholders should disclose the full range of local opinion.

e. Engagement will use methods which allows parties to engage in the process at a level commensurate with their interest.

The Council will take great care not to confuse stakeholders with messages which assume familiarity with national policy requirements and the Local Plan process. At the same time it is important that those who want to, are able to follow and take part in the process in detail.

f. Engagement will be fair

The Council will consider responses to the engagement fairly and objectively and decisions will be taken with an understanding of the range of local opinion received.

- g. The Council will publish meaningful feedback on comments made in the engagement process.*

Following each engagement stage the Council will prepare a “You Said, We Did” type report summarising the issues raised and explaining the Council’s direction following the engagement and why changes have or have not been made. Officers will make recommendations which will be considered by Councillors at the relevant Committee and Council meetings. Councillors will make the final decisions.

- h. At each engagement stage the Council will make clear what can and cannot be influenced.*

The Local Plan needs to comply with national policy and guidance and therefore there will be certain aspects of the Local Plan where any possible changes must be made with these policy constraints.

- i. All engagement will use a consistent branding ‘Uttlesford Local Plan: Towards Net Zero Carbon’*

The branding will help deliver the message that the Council is putting its declaration of Climate and Ecological Emergency into action and is putting the Environment at the heart of the Local Plan.

- j. The success of the engagement will be measured*

The Council will identify ways to measure the success of the engagement strategy. This cannot be measured by the level of support expressed for the final Plan as it is never possible to put forward a plan that has full consensus but by assessing the number of individuals and groups who engaged and responded.

4. Duty to Cooperate and joint working arrangements

- 4.1. The Council is under a duty to cooperate with other local planning authorities and county councils and with other prescribed bodies, on strategic matters that cross administrative boundaries¹.
- 4.2. The Council will work with Essex County Council, drawing on its strategic knowledge of the County and its expertise in relation to its many functions and statutory responsibilities².
- 4.3. The Council will work with the other authorities in the Housing Market Area and the Functional Economic Market Area (Epping Forest DC, Harlow Council and East Herts DC and Essex County Council) through the Cooperation for Sustainable Development group.

¹ See Appendix A

² Education, Transport and Highways, Sustainable Drainage and Local Lead Flood Authority, Minerals and Waste, Public Health, Adult Social Care, Libraries, Recycling, Heritage.

- 4.4. The Council will build on existing relationships with South Cambridgeshire District Council, the Greater Cambridge Partnership and the Cambridgeshire and Peterborough Combined Authority.
- 4.5. The Council will work with Braintree District Council, especially as they consider their way forward in the light of their Inspector's letter.
- 4.6. The Council will work with organisations working at a regional scale, namely M11 Innovation Corridor, Oxford Cambridge Arc Spatial Strategy, South West Herts Strategic Plan, Hertfordshire Infrastructure and Planning Partnership, and North Essex Combined Authorities.
- 4.7. The Council will work with Historic England and Natural England to agree best practice, especially in identifying and assessing areas of search and potential sites.
- 4.8. Uttlesford lies within the South East Local Enterprise Partnership (LEP) and the Council will work with the partnership so that Uttlesford's development strategy is aligned with their Local Industrial Strategy and that the LEP can assist in employment growth and the delivery of infrastructure proposed in the Local Plan.
- 4.9. Uttlesford will work with Highways England and the highways authorities in Essex and adjoining counties to ensure that the development strategy is deliverable in transport terms.
- 4.10. The Council will record all Duty to Cooperate meetings and make them available on the Council's website and as a single report demonstrating effective and on-going joint working to submit to the Planning Inspector.

5. How we will engage with particular groups

- 5.1. The following identifies some key groups of people and organisations and outlines how we will engage with them. The Council is legally required to consult with a range of bodies which in relation to Uttlesford are listed in Appendix B.

Town and Parish Councils and Parish Meetings

- 5.2. The Council will use the existing Town and Parish Council Forum for direct liaison between officers and Parish Councillors and provide an opportunity for structured discussion around a range of issues on the Local Plan and Neighbourhood Planning.
- 5.3. District and County Councillors have the opportunity to engage with Town and Parish Councils when attending town and parish council meetings.

Local Plan Community Stakeholder Forum

- 5.4. This is an informal forum chaired by an independent person appointed by UDC comprising about 15-20 people representing existing Forums and interest groups.
- 5.5. The purpose of the forum is to act as a consultative group to support the work on the local plan, and formal and informal planning guidance in accordance with the Uttlesford Statement of Community Involvement and this Engagement Strategy, and to provide advice in full compliance with the objectives and policies set out in the new emerging Local Plan.

Working with other Key Groups

- 5.6. The Council will use groups such as the Energy and Climate Change working group, Youth Council and the working groups forming Uttlesford's Local Strategic Partnership (LSP) known as [Uttlesford Futures](#) for structured discussion and testing of emerging strategies and policies.

Infrastructure Providers

- 5.7. One of the main challenges around engagement with infrastructure providers is that as specialists in different fields they all use different terminology and have different concepts and priorities in their daily workload. It is important to translate the key evidence into plain English which is capable of being drawn into the planning process.
- 5.8. In the case of the NHS, we will engage with NHS England and the Clinical Commissioning Groups (CCGs).
- 5.9. The Council will work with Essex County Council in relation to the many aspects of infrastructure which it provides.
- 5.10. The Council will work with the Minerals and Waste section of Essex County Council in developing appropriate minerals and waste policies in the Local Plan.
- 5.11. School planning has become more complex with the proliferation of Free Schools and Academies outside Local Authority control. Essex County Council is responsible for ensuring that development provides adequate education provision. On occasions it may be necessary to communicate directly with individual schools, through their Heads or Chairs of Governors to discuss any specific needs. The team's Community Infrastructure Planner employed by the County with specific responsibilities for Uttlesford will support communication between County departments and the District to ensure that the requirements of the Local Plan can be communicated.
- 5.12. Essex County Council is the Highways and Transportation Authority³ and Highways England is responsible for the motorway network and A120. The team's Principal Transportation and Infrastructure Planner at the County with specific responsibilities for Uttlesford will support communication between the agencies and to ensure that the requirements of the Local Plan can be communicated.
- 5.13. The Council will update its Water Cycle Study⁴ which will involve engaging with the Environment Agency and the water utility companies.
- 5.14. The delivery of infrastructure will be overseen by the Strategic Infrastructure Delivery Group. This is a Member reference group for Cabinet. It will oversee and coordinate bids for capacity and infrastructure funding, to actively investigate delivery models for strategic growth including long term stewardship, to promote cross boundary collaboration on all policies related to growth and co-ordinate the achievement of best practice in the delivery and implementation of the strategic elements of the Local Plan proposals including engagement with external partners where this is necessary.

³ Note that Manchester Airports Group is the highway authority of the airport road network and a section of Bury Lodge Lane.

⁴ The study considers whether the development proposed can be accommodated by the existing or new water and wastewater infrastructure, without causing a detriment to the wider receiving water environment and any necessary mitigation required to achieve this.

Residents

- 5.15. The Council will use various means, such as the website, social media, press releases, leaflets and posters to contact residents and make it easy for them to find out about the local plan process, what stage it is at, how they can get involved and what is happening next.
- 5.16. The Council has in the order of 6000 people registered on the consultation database who have engaged in the Local Plan process previously or have expressed an interest to be kept informed. There are also about 7000 subscriptions to our e-newsletter via our GovDelivery system, as well as connecting with people via the Council's Facebook, Twitter and Instagram accounts. The Council will use these systems to keep people informed of engagement events.
- 5.17. District and County Members also have the opportunity to raise awareness of engagement and consultations events when they meet their constituents at events, through writing articles in parish/village magazines, parish websites etc.

Businesses

- 5.18. There are several organisations representing businesses which the Council will engage with. At the local level the Council will work with Town Teams of Saffron Walden and Great Dunmow and Chambers of Trade and Commerce. It can reach companies through the Uttlesford for Business website. At a County level there is the Essex Chambers of Commerce and at the regional level there are the Local Enterprise Partnerships.

Internal

- 5.19. Preparation of the Local Plan will involve cross directorate working within the Council. Traditionally the Council works with the housing department on issues such as the provision of affordable housing, with Environmental Health on pollution and air quality matters, waste collection. But there are also the departments with responsibilities for parking, health and wellbeing, community safety, voluntary sector and engagement.

Landowners and developers (site promoters)

- 5.20. Deliverability of the Local Plan is an important consideration in preparing an effective plan and it is important for Local Planning Authorities to involve landowners and developers ('site promoters').
- 5.21. For large, complex sites it may be necessary for the Council to seek further information beyond that commonly sought through the Call for Sites. This may necessitate direct face-to-face meetings and requests for additional information. All such meetings will be subject to a set of ground rules setting out the requirement to publish minutes of the meetings, how requests made under the Freedom of Information Act or the Environmental Information Regulations will be dealt with, the involvement of other stakeholders and updating Councillors on the meetings through the established member governance arrangements.
- 5.22. The Council also holds an Agents' Forum meeting which is an opportunity for planning agents representing site promoters to discuss issues with Council Officers.

6. Outline of Engagement Strategy

6.1. Appendix C is a simple diagram of the stages in preparing the local plan and when residents and organisations can get involved.

Publicity for each stage

6.2. Each engagement stage will be publicised by a variety of means such as

- Consultation portal (automated email or letter to those without email)
- Website
- Use of Council's social media platforms
 - Facebook
 - YouTube
 - Twitter
 - Instagram
- E-newsletter
- Local newspapers (press release / advert)
- Posters/Leaflets
- Piggybacking on other UDC events

6.3. After each stage of this engagement strategy, it should be reviewed to learn from the experience of the previous engagement and modify forthcoming engagements to ensure that the key messages are still being made and the principles are being met.

Inception Period

6.4. This is not an active engagement stage but a period of time for the Council to ensure the right material and resources are in place for the Issues and Options stage.

6.5. The Inception period will concentrate on

- Setting up the communications and starting to put this strategy into place
- Ensuring appropriate resource and structures are in place
- Working internally through member workshops to ensure a consistent level of knowledge, understanding and approach to preparing the Local Plan across Council officers and members
- Ensuring the "Let's Talk About ..." material is accessible and engaging.

6.6. The Inception Period will be overseen by the Corporate Overview Board and the Local Plan Leadership Group. Workshops will be held with Members.

"Let's Talk About"

6.7. In preparation to the formal consultation on a draft Local Plan (regulation 18) the Council will undertake a programme of interrelated discussions on themes that matter to residents and to the future wellbeing of the District. These themes and questions will be developed with key partners such as Essex County Council. The purpose of this stage is to have a period of continual and evolving engagement, educating, listening and responding, to allow the Council to understand people's views on these themes in order to prepare the Local Plan.

6.8. Nine themes will be talked about

- Character and heritage
- Where you live
- Taking action on climate change
- Transport and movement
- Open spaces, recreation, sport, culture and arts
- Healthy Lifestyles
- Jobs, employment and retail
- Homes
- Creating new places and communities

6.9. The Stakeholder Community Forum will be the focal point for the engagement. The Forum will meet virtually and initially hold a series of meetings discussing a different theme at each meeting. The theme will be introduced by an invited speaker followed by a group discussion. The meeting will be live streamed to allow anyone to watch and have the option to submit questions and comments during the meeting.

6.10. Following each meeting there will be a four week consultation on that theme. People will be asked to respond to a series of questions on that theme guided by a fact sheet, a recording of the speaker's presentation, and a recording of the meeting available online. Hard copies of the factsheet and questions will also be made available. Comments received during that 4 week period will be presented back to the Forum and to Local Plan Leadership Group. Any comments received after the four week period will be collated into the final report of consultation to be produced after every theme has been discussed.

6.11. Following this engagement the Council will produce a report setting out the process and activities undertaken, the views expressed, the Council's conclusions on the issues in the light of these views and how they will be reflected in the Draft Local Plan (Regulation 18).

Draft Local Plan (Regulation 18)

6.12. The purpose of this stage is to test the initial draft strategies and policies.

6.13. The draft Local Plan will have assimilated the comments made during the Let's Talk About discussions, the evidence base, input from infrastructure providers and cross boundary strategic issues.

6.14. Engagement will need to communicate the Plan's vision, the big picture as well as how it affects daily lives, and the rationale for the decisions made.

Methods of Engagement

- Publication on the consultation portal
- Exhibitions / Virtual Exhibitions / pop-up exhibitions
- Attractive and engaging Website storyboard.
- Workshops / Zoom meetings with key groups
- Topic based focus groups comprising representatives from different groups
- Area focused engagement activities

- 6.15. Following the consultation a report summarising and commenting on the comments made and explaining why changes to the plan have or have not been recommended to Council for approval.

Publication

- 6.16. The purpose of this stage is to publish the Plan which the Council wishes to submit to the Secretary of State for examination and enable people to make comments for the Inspector to consider.
- 6.17. The Pre-submission Local Plan will have considered the comments made on the Draft Local Plan and made appropriate amendments.

Method of engagement

- Publication on the Consultation portal.

- 6.18. Following the period for comment a report summarising the representations and whether modifications to the plan would be supported by the Council will be prepared and sent to the Inspector. A copy of all representations received during this stage is also sent to the Inspector.

7. Roles and responsibilities

Role of District and County Councillors

- 7.1. At times of consultation the role of all Councillors becomes particularly critical because of their links with Town and Parish Councils, with local residents and businesses. It is hoped that Members will proactively identify opportunities for local awareness raising at consultation times. Local Plan-making must by its nature address challenging and contentious issues. It is hoped that District and County Councillors will ensure that any public communications reflect awareness of the national policy, evidence and process constraints which provide the framework for plan-making. This should apply even in cases where Members personally disagree with the decisions taken.

Officers

- 7.2. Officers will represent the Council with honesty and integrity. They will advise and answer questions from Councillors, members of the public, groups and organisations with impartial professional judgement to the best of their skill and understanding. They will listen to and report on the comments of others with respect and without discrimination or prejudice. Throughout the process officers will support members with workshops.

Town and Parish Councils and Meetings

- 7.3. Town and Parish Council know their community and those who may have difficulty engaging in the process. It is hoped that they will assist the District Council by disseminating and gathering information and if necessary acting as an advocate for those unable to participate directly.

Individuals and organisations

- 7.4. Members of the public are asked to treat councillors and officers with courtesy and respect. They are asked to listen to the information they are being given and to

understand that the Local Plan is being prepared in the context of National policy over which the Council has no influence.

8. How responses will be dealt with

- 8.1. In the interests of transparency all comments and documents received during formal consultations will be published to the relevant section of the consultation documents on the Council's online consultation portal. The name of the person or organisation making the comment will be made public. Where comments are particularly long, this will involve a summary of the comments made and a copy of the full representation will be attached. The Council encourages consultees to register on the Consultation portal and submit comments online themselves. Comments submitted by email will receive an automated acknowledgement. Submissions made by post will not receive an acknowledgement. The process of administrating the comments and entering them onto the portal is very resource hungry and it can be a number of weeks after the close of consultation that all the comments are available to view.
- 8.2. The Council is committed to transparency in the plan-making process and therefore anonymous comments will not be considered. Personal or defamatory comments about individuals or groups of people will not be published.
- 8.3. Officers will prepare a report summarising the representations received on each section or policy in the Local Plan, commenting on those issues and explaining any recommended changes or why no change is recommended. The reports and recommendations will be considered by Councillors at the relevant Committee and Council meetings who will make the final decision.
- 8.4. Weight is not given to the source of the comments made, except in the case of bodies which have statutory weight, including duty to co-operate bodies and organisations such as the Environment Agency, Natural England, Historic England and Highways England.
- 8.5. It should be noted that in addressing comments made, the Council will consider the wider definition of sustainability as set out in the National Planning Policy Framework⁵, and that the presence of adverse impacts does not mean that a development option should automatically be rejected.
- 8.6. Comments received during less formal, non-statutory engagement events will be summarised in a report and presented to Local Plan Leadership Group.

9. How to contact us

Contact details will be clearly visible on all engagement material.

⁵ Paragraphs 7-11 of National Planning Policy Framework (February 2019)

Appendix A: Local Planning Authorities, County Councils and other Prescribed Bodies

Prescribed bodies for the purposes of section 33A(1)(c) and 33A(9) of the Planning and Compulsory Purchase Act 2004.

- a) The Environment Agency
- b) Historic England
- c) Natural England
- d) Mayor of London
- e) Civil Aviation Authority
- f) Homes England
- g) Clinical Commissioning Group
- h) Office of Rail Regulation
- i) Transport for London
- j) Each Integrated Transport Authority (not relevant to Uttlesford)
- k) Each highway authority (for Uttlesford namely Highways England, Essex, Cambridgeshire, Hertfordshire and Suffolk County Councils, Manchester Airport Group and Transport for London)
- l) The Marine Management Organisation (not relevant to Uttlesford)
- m) Each local enterprise partnership

Local Planning Authorities relevant to Uttlesford

Braintree District Council
Chelmsford City Council
East Herts District Council
Epping Forest District Council
Harlow Council
North Herts District Council
South Cambridgeshire District Council
West Suffolk Council

County Councils relevant to Uttlesford

Essex
Hertfordshire
Cambridgeshire
Suffolk

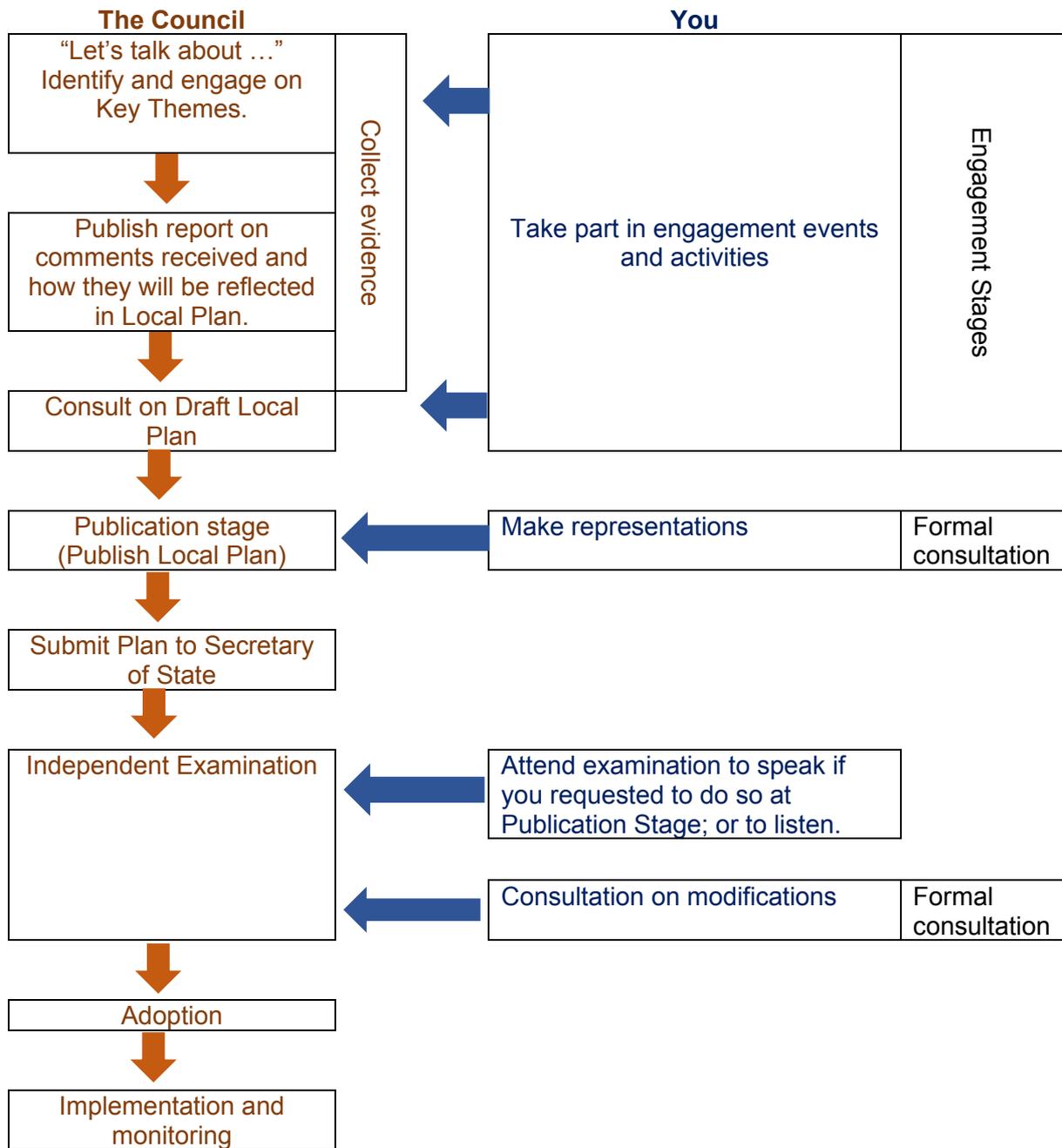
Appendix B: Specific, General and Other Consultees

Specific Consultees	General Consultees
Affinity Water	Cambridgeshire Race Equality & Diversity Service
Anglian Water Services Ltd	Chelmsford Diocese Board of Finance
Braintree District Council	London Gypsies and Travellers Unit
Cadent Gas	National Federation of Gypsy Liaison Groups
Cambridgeshire County Council	National Federation of Gypsy Liaison Groups
Chelmsford City Council	South East Local Enterprise Partnership
Colchester Borough Council	Uttlesford Area Access Group
County Broadband Ltd	Dunmow and District Chamber of Trade and Commerce
East Hertfordshire District Council	Greater Cambridge Greater Peterborough Partnership
Environment Agency	Essex Chambers of Commerce
Epping Forest District Council	LARA (Land Access & Recreation Association)
Essex County Council	Gypsy Council
Gigaclear plc	Gypsy and Traveller Law Reform Coalition
Greater London Authority	Council for Voluntary Service Uttlesford
Harlow Council	Greater Cambridge and Greater Peterborough Local Enterprise Partnership
Hertfordshire County Council	Federation of Small Businesses
Highways England	East Anglian Gypsy Council
Mobile Operators Association	Cambridgeshire Traveller Initiative, Ormiston Children and Family Trust
National Grid	
Natural England	
North Hertfordshire District Council	
Oil Pipeline Agency Ltd	
South Cambridgeshire District Council	
Suffolk County Council	
Thames Water	
West Suffolk Council	
Town and Parish Council in Uttlesford Adjoining Town and Parish Councils in Braintree District Chelmsford City Epping Forest District East Hertfordshire North Hertfordshire South Cambridgeshire	Government Departments Department for Transport Ministry of Defence Public Health England (East of England)

Other Consultees
Active Essex / Active Uttlesford
Age UK Essex
Arriva (Essex and North Kent)
BAA Aerodrome Safeguarding
Basildon Borough Council
British Horse Society
Broxted & District Community Association
Buzzcom
Cambridge Airport International Airport
CAMRA
Chelmer Housing Partnership
Church Commissioners
Circle Anglia
Civil Aviation Authority
Clarion Housing
Clavering Countryside Group
Clavering Landscape History Group
Corona Energy
County Broadband
CPREssex
Dunmow Historical Society
English Rural Housing Association
Equality and Human Rights Commission
Essex Ambulance Service
Essex Bridleways Association
Essex County Councillor Dunmow Division
Essex County Councillor Stansted Division
Essex County Councillor Saffron Walden Division
Essex County Councillor Thaxted Division
Essex County Fire & Rescue Services
Essex Fire and Rescue Service
Essex Gardens Trust
Essex Police
Essex Police Architectural Liaison
Essex Wildlife Trust
Essex Wildlife Trust (Uttlesford Branch)
Federation of Small Businesses
Fibre WiFi Ltd t/a FibreWiFi
Fields in Trust
First Essex Buses Ltd
Friends of the Earth
Friends of the Earth - Saffron Walden & District
Garden History Society
GeoEssex
Greenfields Community Housing
Hadstock Society

Hastoe Housing Association
Hatfield Broad Oak Conservation Group
Health and Safety Executive
Home Builders Federation
Homes England
Logistics UK
London Stansted Cambridge Consortium
Manchester Airports Groups (MAG)
Member of Parliament
Mid Essex Hospital Services NHS Trust
National Grid plc
National Trust
Network Rail
NHS England Midlands and East
NHS North Essex
NHS Property Services Ltd
NHS Strategic Planning Team
North West Essex and East Herts Preservation Assoc
Office of Rail regulation
Open Space Society
Police and Crime Commissioner for Essex
Ramblers Association
Renewable UK
Road Haulage Association
Royal Mail Group Ltd
RSPB
Rural Community Council of Essex
Saffron Walden and Little Walden Neighbourhood Plan
Sport England
Stage Coach
Stansted Neighbourhood Plan Steering Group
Stansted Surgery
Stebbing Society
Stop Easton Park Community Group
Stop Stansted Expansion
Sustainable Uttlesford
Tenant Forum
Thaxted Society
Theatres Trust
Transport for London
Uttlesford Badger Group
Uttlesford Futures (Employment, Economy, Skills, Environment and Transport)
West Essex Clinical Commissioning Group
Youth Council

Appendix C: Local Plan stages and when to get involved



Appendix D

Example of what a Virtual Exhibition might look like.

