

# Agenda

**How do you deliver 19 Local Development Documents in 5 years, on time, to budget, of a high quality and in a way that responds flexibly to community needs?**

- The Basics - Resources & Process
- Key Elements
  - Plymouth's Vision
  - Spatial /Strategic Approach
  - Bottom up / Top down approach
- The Evidence Base
- True Engagement /Partnership Approach
- Flexible, long term, strategic DPDs
- Focus on **Delivery, Delivery, Delivery**
- Has Plymouth got it right?
- What are the implications of Localism?



# Basics - Resources

## **Political Commitment at the outset**

### **Need for adequate resources**

- Policy staff (Currently 1 Manager, 3 Coordinators, 3 Officers)
- Research & Consultations support staff
- Multi-disciplinary team inputs
- Partnering Consultants (Providing expertise & team support)
- Working with an average budget of about £150,000 per DPD

### **Using a Project Management Approach**

- Project Plan & Manager for each LDD
- Performance Management to address blockages / slippage

### **Partnership working provides added value**

# Basics - Approach

## **Approach - Survey /Analysis /Plan /Review:**

- Where are we now?
- Where do we want to be?
- How are we going to get there?
- Plan, Monitor & Manage?

## **Key Elements:**

- Vision (Providing direction & leadership)
- Strategic /Spatial thinking
- Based on Evidence /Analysis - focus on delivering the Vision
- Proactive approach using Multidisciplinary Teams
- **Engagement, Engagement, Engagement**

# Key Elements - Plymouth's Vision

**The vision is the Golden Thread that links the LDF together, providing the focus for its preparation & delivery.**

*Plymouth aspires to become:-  
One of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.*

*Key themes relate to a city that is:- Healthy /Wealthy /Safe /Wise*



# Key Elements - Preparing the Vision

**Mackay** initiated a vision which provides:

- An assessment of direction
- A pointer to opportunity
- An invitation to aspire

It promoted a significant step change in the quality, pace & intensity of development.

**Developed into a Spatial Vision of Sustainable Linked Communities.**

This recognises that the relationship within & between neighbourhoods determines how the city functions.



# Key Elements - Community Vision

**Plymouth's Vision is based on providing Sustainable Linked Communities which:**

- Respect the Abercrombie heritage
- Use the Lord Roger's template
- Are developed through community & Stakeholder partnerships

**It is about providing a:**

- Thriving mixed use centre
- Balanced community
- Well connected
- Attractive & safe place to live
- A neighbourhood that respects & capitalises on its environment
- A community with a shared vision

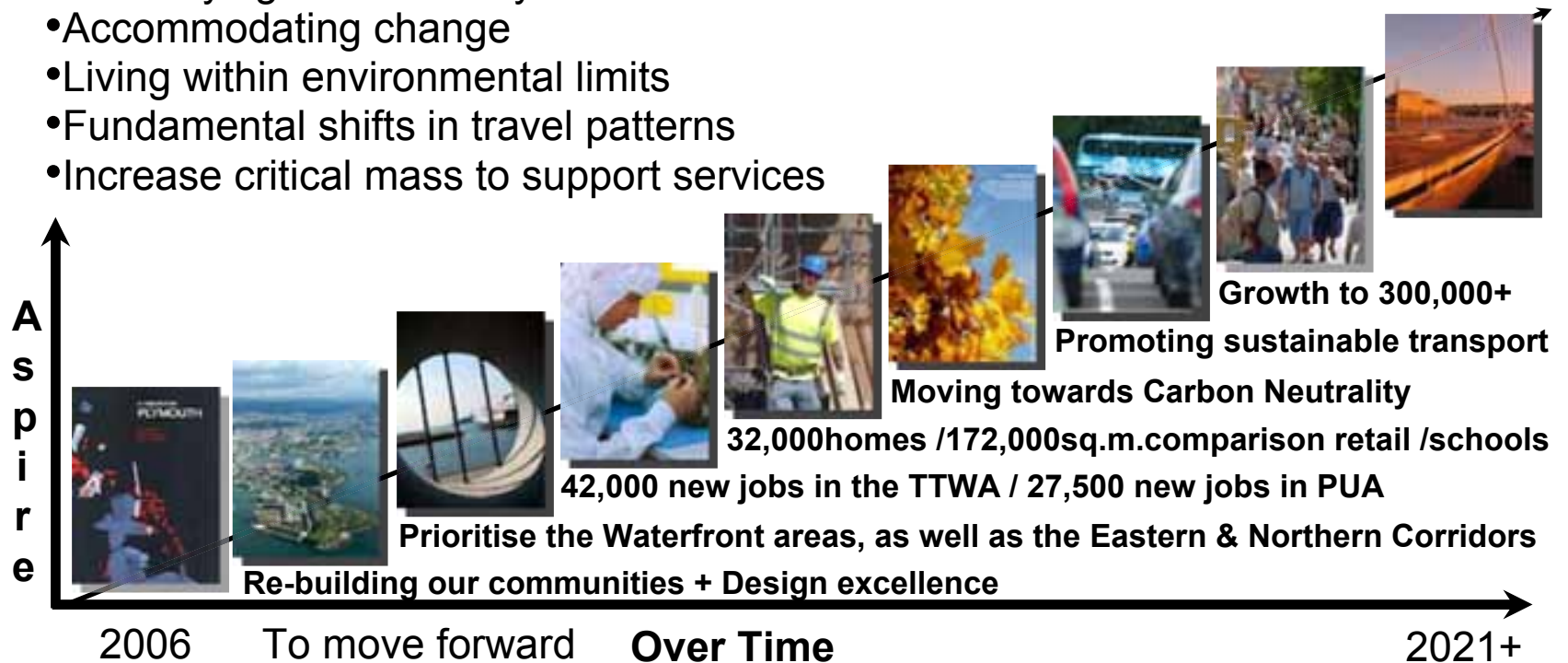


# Key Elements - Delivering the Vision

**Realising Plymouth's potential for long term sustainable growth:**

- Building on the city's heritage
- Prioritising areas for regeneration
- Diversifying the Economy
- Accommodating change
- Living within environmental limits
- Fundamental shifts in travel patterns
- Increase critical mass to support services

**Turning aspirations into reality to become one of Europe's finest**



**It is about delivering a significant step change in the quality, pace and intensity of development.**

# Key Elements - Vision, lessons learnt

## **Need a clear & memorable vision statement**

Clarity about the kind of place you are trying to create  
(Be positive/ aspirational; The past should not dictate the future)

Articulate this into strategic approach and spatial vision

## **Was it worth it? Yes:**

A powerful, shared vision helps focus the LDF

A clear, long term direction & provides flexibility

A single unifying theme provides the 'golden thread' that links all the elements of the LDF together

# Key Elements - Strategic /Spatial Plan

↑  
Based on:- creating sustainable linked communities

## Northern Corridor

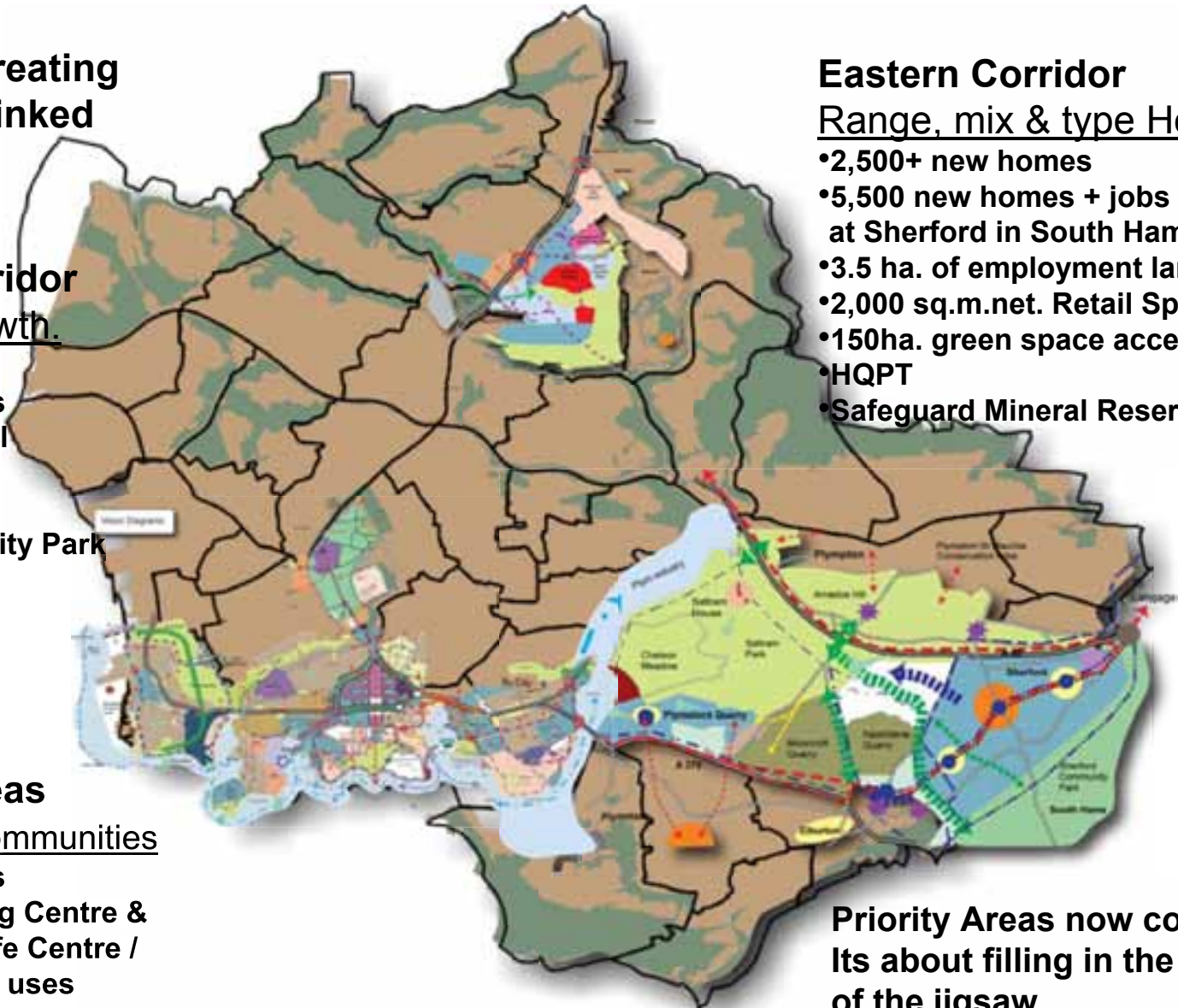
Long term growth.

- 6,000 new jobs
- 3,800 new homes
- 30,000sq.m. retail
- 2 new hospitals & other facilities
- 145 ha. Community Park
- HQPT
- Support airport

## Waterfront Areas

Regenerating Communities

- 14,800 new homes
- Regional Shopping Centre & Office location /Life Centre / Cultural & Leisure uses



## Eastern Corridor

Range, mix & type Housing

- 2,500+ new homes
- 5,500 new homes + jobs at Sherford in South Hams
- 3.5 ha. of employment land
- 2,000 sq.m.net. Retail Space
- 150ha. green space access
- HQPT
- Safeguard Mineral Reserves

Priority Areas now covered  
Its about filling in the rest  
of the jigsaw

# Evidence Base - Bottom up

**We have Surveyed each area's facilities**



**Considered how the area functions**



**Analysed the area's character**



**This provides a significant resource to inform Plan preparation.**

# Evidence Base - for communities

**ASSESSMENT AND FORMS**  
 Criteria used to assess quality of guidelines only – refer to notes below for full guidance.

Neighbourhood Area / Objectives	Addressed objectively?	Comments	Options for consideration by POC
1. A community with thriving street use centres. A sustainable neighbourhood should have clear & identifiable local & neighbourhood centres, with access to jobs, education, healthcare, leisure, retail and public transport & other services.			
1.1. Is there a range of facilities convenient with the neighbourhood population? <i>Notes: - Local centres: see table below for a list - Neighbourhood centres: see table below for a list</i>		Most of the neighbourhood's local facilities tend to coincide with the population. There is no specific list of these but there are few business centres. The financial part of the neighbourhood is geographically isolated and has few facilities.	
1.2. Are community facilities grouped to create identifiable local neighbourhood centres? <i>Notes: - Local centres: see table below for a list - Neighbourhood centres: see table below for a list</i>		There are 3 clearly identifiable neighbourhood centres within Stonehouse as well as a range of facilities scattered throughout the neighbourhood. <ul style="list-style-type: none"> <li>• <b>Peel Street</b> neighbourhood centre based on a shopping hub which is located adjacent to Green Street.</li> <li>• <b>Wynshaw / Anchor Place</b> neighbourhood centre which comprises a range of facilities including a pub, post office and doctors. There is also a church.</li> <li>• <b>Urban Street</b> neighbourhood centre which overlaps with the City Centre neighbourhood comprising a range of facilities along the main axis route through the neighbourhood.</li> </ul> There are 2 local centres: <ul style="list-style-type: none"> <li>• <b>Manor St</b> is focused on two greengrocers and a cafe located on Manor St.</li> <li>• <b>Downford St</b> is focused on a primary school and shop.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider strengthening local and neighbourhood centres by locating future facilities in the existing centres.</li> </ul>
1.3. Are the current catchment populations sufficient to support the local & neighbourhood centres? <i>Notes: - Local centres: see table below for a list - Neighbourhood centres: see table below for a list</i>		The current population of Stonehouse is 1422 which could support 1 neighbourhood centre and 2 local centres. Based on 2017 households, residential density of Urban and Neighbourhood use of 1.8, actual current catchment populations are approximately: Neighbourhood centres: <ul style="list-style-type: none"> <li>• <b>Peel Street</b> has a catchment area of 21ha giving a catchment population of 3024.</li> <li>• <b>Wynshaw / Anchor Place</b> has a catchment area of 34ha giving a catchment population of 3435.</li> <li>• <b>Urban Street</b> has a catchment area of 27ha giving a catchment population of 2856.</li> </ul> Local centres: <ul style="list-style-type: none"> <li>• <b>Manor St</b> has a catchment area of 17ha giving a catchment population of 1872.</li> <li>• <b>Downford St</b> has a catchment area of 9ha giving a catchment population of 975.</li> </ul> None of the neighbourhood or local centres has a large enough population within the recommended walking catchment to support it although Manor Place local centre is only just under ideal catchment figures. The predicted long term population for Stonehouse is 12769 which would support 1 neighbourhood centre and 3-6 local centres.	<ul style="list-style-type: none"> <li>• Consider increasing population densities within the walking catchments of the neighbourhood centres.</li> </ul>

Good  
 Makes a significant contribution

Moderate  
 Makes some direct or significant contribution

Poor  
 Does not contribute to the objectives

Sustainable Neighbourhoods  
 21 Stonehouse  
 Analysis of Objectives

Created:  
 17.03.2020

LDA DESIGN

Lead:  
 Design:  
 Illustration:  
 November 2019

We have brought this together as an assessment of how sustainable each neighbourhood is.

# Evidence Base - Top down

## **Other key evidence base documents include:**

Sustainable Growth Study

Housing Needs Study

Urban Capacity Study

Employment Land Review

Shopping Study

Transport Study (e.g. Eastern Corridor Study)

Greenscape Assessment

Strategic Flood Risk Assessment

Urban Characterisation Study

+ other studies responding to specific plan making needs.

## **The Vision determines the Evidence to be collected.**

(i.e. Don't collect information just for the sake of collecting it.)

# Evidence Base - Lessons learnt

## **The evidence base is essential. We:**

- Started with a lot of information
- Filled in the gaps
- Updated it as we went along

## **Lessons learnt:**

- Survey has been both bottom up & top down
- It needs to be joined up & focused on delivering the Vision
- It is not a one off task – it continually evolves

## **Was it worth it?**

- Yes - It 'bulldozered' us through the Inquiry

# True Engagement

**The real challenge is to enable everyone to effectively plan their own communities.**

Build on previous work – (e.g. Community Planning Studies)

Work with existing initiatives – (e.g. Partnerships)

Launch the process into the community & developers

Build relationships with the local press

Engage and fully utilise different kinds of media

**You need to consider:**

- Communication methods
- Engagement process
- Developing an inclusive approach

# Engagement - Communication

In terms of involving all the interested parties in the 'Plan Making' stages, we are using a number of approaches.

Including:

Web /DVDs

Newsletters

Emails

Posters

Briefings

Advertising

Press & Media



# Engagement - Process

By working with other organisations we have been able to offer a better quality of engagement. This is establishing long term relationships with the community & a range of partners.

**Including:**

**Capacity building**

**Partnership working**

**Councillor Roles**

**Workshops**

**Events**

**Surgeries**



# Engagement - Inclusive Approach

It is about empowering everyone to become involved in the plan making process - creating a plan to which they can relate and have ownership of.

**Working with:**

**Unusual Venues**

**Youngsters**

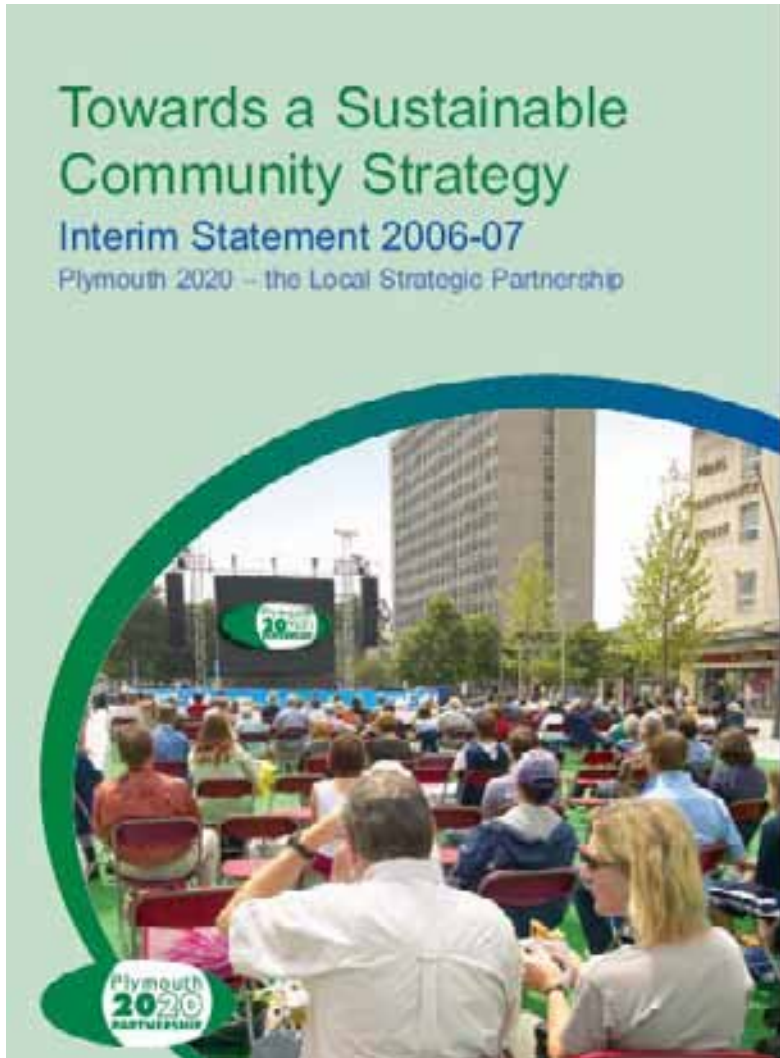
**Gay Pride**

**Respect**

**People with  
Disabilities**



# Engagement - A joint approach



## **Working with the LSP:**

- Involvement in community strategy steering group
- Staff secondment
- Pooling of resources – e.g. community engagement
- Sustainable neighbourhoods DPD

# Engagement - The Debate

We have Asked people what they want, and Listened to what they have said.

## EAST END - ISSUES AND OPTIONS

### ISSUES



Prince Rock today

How to improve movement within the area, including access to the waterfront.

How to reduce problems caused by heavy traffic along the main roads.

How to improve provision for pedestrians and cyclists.

How to maintain and enhance the viability of the port and marine-related employment.

How to safeguard and enhance the distinctive character of residential areas.



Artists impression of Prince Rock

### OPTIONS

Deliver strategic transport solutions for the Eastern Corridor, to relieve traffic problems and improve the quality of the urban environment.

Better provision for pedestrians and cyclists, and improved movement within the area.

Promote recreational routes, including the South West Coast Path and Sustrans National Cycle Route.

Maintain and enhance the commercial port of Calladoon and marine-related employment through improved transport links and better access.

Create a sustainable mixed-use neighbourhood with new residential development and the relocation of incompatible employment uses.

Make more of waterfront opportunities with high quality mixed-use development and possibly a landmark feature.

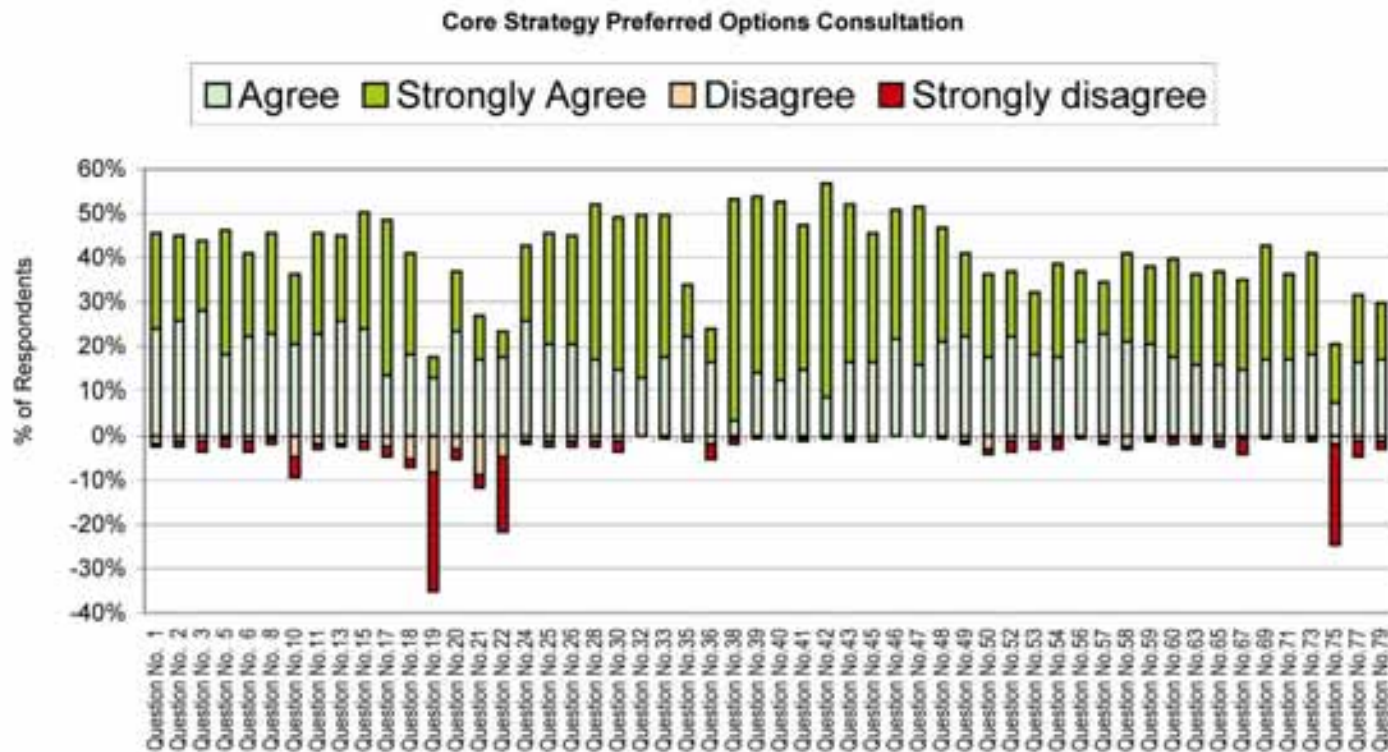
Improve the quality and viability of residential neighbourhoods, including local businesses that are compatible with residential uses and local services and facilities. The distinctive character of the areas such as Embankment Road, The Radford Estate, Prince Rock School and Hele's Terrace should be safeguarded and enhanced.

Support and strengthen the local centre.



# Engagement - The Debate

**Taken on board what everyone has had to say.**  
(The majority have supported our proposals.)



# Engagement - Lessons learnt

## **Engagement has paid dividends in the end:**

- A combined DPD launch helped get people involved
- People related to the Vision & bottom-up /top down approach
- Evolving consultation & building partnerships paid dividends
- It has meant adjustments to Political Processes

Because the Plan is evidenced based & consultation led, there is less opportunity for political direction – more a role for scrutiny

- Discussing Alternatives has been helpful
  - Some concerns about reporting alternatives
  - Need to consider realistic alternatives /Don't forget the obvious!
- It has enabled very quick examinations (Devonport 20 minutes!)

**You need to demonstrate that you have had an open & honest debate & listened to the outcomes.**



# What has worked well?

Clear Vision

Strong Evidence Base - linked to delivering our vision

Political & Corporate commitment

Continuous Engagement - An open & honest debate

Partnership Approach - using shared resources

Bottom up /Top down approach

Strategic & Spatial thinking - focused on Delivery

Developing a flexible, long term strategy

Strong team focus - Project management culture

- role of non planners - use of partnering consultants

Using the system to deliver what is right for your area

# What could we have done better?

Should have allowed more time for reflection, to eliminate obvious mistakes. (Core Strategy written in 3 months!)

Documents could have been more succinct, but needed to include supporting text, responding to the 8 of 9 soundness process tests!

The Web site could have been more user friendly:

- with better 'links' for cross referencing
- providing more effective 'search' capabilities
- by using 'Multi Media' etc. to explain what we meant

In retrospect, we should have had a greater belief in our final product - even though it was very different from everyone else's!

# Have we met our objectives?

<b><i>Aspirations from 2001 Green Paper</i></b>	<b>Plymouth's Response</b>
<b><i>1. More positive evidence based reasoning to substantiate the plan</i></b>	We have created an Extensive, but focused Evidence Base. (Neighbourhood Assessments quoted as good practice)
<b><i>2. More inclusive &amp; effective process of continuous engagement</i></b>	Put considerable resources into engagement, which has paid dividends. Your Place, Your Future - a comprehensive approach
<b><i>3. More effective collaboration with other policy makers</i></b>	Expended a lot of resources in trying to make the connection with other Policy Makers. Your Place, Your Future recognised corporately as an inclusive approach
<b><i>4. More timely plan &amp; decision making</i></b>	Over 60% of our LDF is now adopted. The remainder is progressing well.
<b><i>5. Clear mechanisms for implementing &amp; monitoring</i></b>	There has been a focus on each plan providing a detailed delivery programme (+ Infrastructure Study)

# Where are we going now?

## **Responding to new challenges:**

- Localism Bill, new Local & Neighbourhood plans
- Changed financial environment

## **Change our thinking about delivering schemes:**

- Break our reliance on government grants /funding streams
- Respond to community empowerment
- Respond to the need for economic growth

## **Need to set ourselves up as:**

- pro-growth, ambitious & innovative (?Move to self financing?)
- demonstrate community support & involvement in plan making.  
(Need to respond to the challenges of Collaborative Democracy)
- Demonstrate how we can implement government policies, ensuring all our plans are aligned to deliver Plymouth's Vision.