

APC LOG BOOK

Period of review: December 2005

Date	Nature of Professional Work/Task Undertaken	What skills/competencies has this work developed	What knowledge/understanding has been gained/developed as a result of this work?	What skills/knowledge do you feel you need to develop?	Employer Verification
	<p>Continued work on an appeal for (location):</p> <ul style="list-style-type: none"> - Responses to LPA's Statement <p>Planning Appraisal for (name of client)</p> <p>See Assessor Comment 1</p>	<p>Effective communication in order to ensure that our clients needs and approach were fully understood. This involved the production of a 'legal' document and accurate interpretation of all materials in order to present a clear case to the Planning Inspectorate.</p> <p>Skills of negotiation, mediation and advocacy to ensure that a desirable outcome is achieved and therefore conversely understanding the dynamics of the conflict and how to achieve a mutual agreement.</p> <p>Problem solving- needed to establish the most suitable redevelopment scheme for the site and future strategy (therefore also involved creative vision).</p> <p>Identified main issue/needs of the client; collected relevant data (site visit, policy analysis, planning history of the site and surrounding locality); qualitative analysis of the data; established the various options (lateral decision making) and identified the most appropriate course of action (decision making).</p> <p>Written communication in the form of a detailed report, written in a format appropriate to the client. Internal communication with Residential Department regarding the future sale of the site (also</p>	<p>Wider understanding of the appeals process and the role of the Planning Inspectorate.</p> <p>Better knowledge of the format that legal documents should take and how a statement of case differs from the grounds of appeal.</p> <p>How to effectively argue our clients case whilst taking into account local plan policy and the historic building/conservation area context- how to think more laterally with regard to policy.</p> <p>How to take a more holistic approach to analysis and identify solutions most appropriate to the client.</p> <p>Project management - ensuring that the client's objectives were met and presented in a creative and informed format.</p>	<p>Greater understanding of the appeal process and role of the inspector to ensure that all view points are expressed and judged in an informal manner.</p> <p>Continue to develop report writing and communication skills in relation to this context.</p> <p>Develop more advanced problem solving skills by taking a more holistic approach.</p>	<p><i>Employer</i></p> <p><i>Employer</i></p>

	<p>Renewal application for commercial redevelopment of (location)</p>	<p>collaborative and multidisciplinary working). Relationship building with a new client.</p> <p>Project management – delivered clients requirements in a manner appropriate to the design and policy implications of the area, involved process management and evaluation.</p> <p>Work included initial site visit (and analysis of the surrounding area), policy analysis and planning history.</p> <p>Creative vision – awareness of local aesthetics and how this scheme will contribute (involved making lateral connections with the surrounding environment) and assessment of whether previous planning permission (and its design) are appropriate to the area today.</p> <p>Preparation of a appropriately detailed supporting planning statement.</p>	<p>Continued understanding of the lateral connections between what has been allowed previously and what is appropriate to the current planning climate.</p> <p>Better appreciation of the role of urban design in planning.</p>	<p>Continue to develop report writing and analysis skills (in terms of policy) to ensure that client needs are met and that policy is fully accorded to.</p>	<p>Employers</p>
<p>Representations on Policy – (Local Authority) issues and Option Paper (in relation to HMO work) – (Local Authority) Issues and Options Paper.</p>	<p>Suggested creative and innovative strategies for the future development of an area, taking into account the character of the area discussed. Making lateral connections with the surrounding environment with particular reference to the (location) Appeal. Involved liaisons with counsel for (location) and internal departments.</p> <p>Long term project management as purpose is to maintain and promote client objectives in the long term, also involved elements of problem solving through continued analysis of quantitative and qualitative data, and the evaluation of alternative solutions to those suggested by the LPA. Thus it was necessary to understand the dynamics of the 'conflict' and how best to achieve (suggest) a mutual agreement.</p> <p>Involved effective written communication, in a manner which was clear and concise and tailored to the audience (the LPA). Also involved effective</p>	<p>Continued to develop an understanding of the lateral connections between policy and land use planning and the wider implications that this has for development in London and the South East.</p> <p>Further enhanced my understanding of the decision-making, development control and policy making processes that underpin our planning system, and how in turn developers can influence them in order to meet stakeholder needs.</p> <p>Further developed skills of communication and</p>	<p>Continue to develop more mature interpretation, analysis and writing skills to ensure that client needs are met in a way that clearly respects and understands the policy and legislative process.</p> <p>Continue to understand of the role of other professionals working within the planning system (particularly LPA Policy Planners) and develop better and more effective communication skills with them.</p>	<p>Employers</p>	

	<p>(Name removed) Report – For (client name) Final amendments to report.</p> <p>See Assessor Comment 2</p>	<p>communication with our relevant Management Department (<i>identity removed</i>) to ensure that our client's needs were accurately represented (therefore also involved an element of internal and external relationship building).</p> <p>The sensitive nature of writing representations requires that the ethics are maintained and demonstrated at all times.</p> <p>Creative vision – awareness of local aesthetics and how this scheme will contribute (involved making lateral connections with the surrounding environment).</p> <p>Production of a detailed planning appraisal and feasibility study for (<i>location</i>).</p> <p>This required a detailed site visit of the whole Estate, site history (which due to the size of the site involved lengthy communication with the LPA), and policy analysis (both in terms of the local plan and national Green Belt Legislation). This required problem identification (working within Green Belt designation), extensive data collection, investigation and research, quantitative and qualitative analysis of this data, weighting of evidence of and identification/evaluation of solutions (potential for development) and thus decision making.</p> <p>Due to the current planning climate and the change to LDF's this work is being carried out in conjunction with analysis of relevant policy being produced by relevant LPAs (<i>identities removed</i>). Therefore involving considerable collaborative and multi disciplinary working, communication and conflict resolution.</p> <p>Creative vision – awareness of local aesthetics and how this scheme will contribute (involved making lateral connections with the surrounding environment).</p>	<p>relationship building with both the LPA and Client</p> <p>Further understanding of the decision-making and policy making processes that underpin our planning system, and how in turn we can influence them in order to meet stakeholder needs.</p> <p>Further developed skills of interpretation, analysis and negotiation.</p> <p>The effectiveness and importance of the written word. Internal communication and information sharing (with our relevant management department, listening actively to the needs of (<i>client</i>) and managing this with what is acceptable in land use terms.</p> <p>Relationship building with both the LPA's involved and the (<i>client</i>), and use of appropriate communication methods with each.</p>	<p>Develop more mature interpretation/analysis and writing skills to ensure that client needs are met in a way that clearly respects and understands the policy and legislative process.</p> <p>Further knowledge of Green Belt designation.</p> <p>Enhance skills of interpretation and analysis when dealing with large and complex sites.</p> <p>Take a more holistic and longer term view to site management by considering longer term implications of policy designation.</p>	<p style="text-align: right;"><i>Emp 1028</i></p>
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	<p>Resubmission of a planning application for residential redevelopment of (location)</p> <p>(Client) – investigation into licencing regulations and scope of previous planning permission.</p>	<p>Project management – delivered clients requirements in a manner appropriate to the design and policy implications of the area, involved process management and evaluation. This included a site visit and critique of the surrounding area, policy analysis and planning history.</p> <p>Continued preparation of re-submission documents – liaisons with Building Surveyor to ensure that LPA's requirements are met.</p> <p>Identification of problem (whether a licence for regulated activities is necessary) under the development permitted. Investigation into both the context of licencing regulations and the planning permission that was granted to decide whether alcohol could be sold on site. This involved weighting of the evidence and coming to an informed conclusion in order to prepare a letter to the LPA seeking their agreement (or otherwise) of our findings.</p> <p>Maintaining relations with an existing client.</p>	<p>Making lateral connections between the site, surrounding land uses and land use policy.</p> <p>The implications of developing/planning within Conservation Areas and how this affects the viability of projects.</p> <p>Continued understanding of the lateral connections between currently exists in the locality and what is appropriate to individual buildings.</p> <p>Better appreciation of the importance of good practice.</p> <p>Better appreciation of the role of urban design in planning and the importance of Conservation Area designation.</p> <p>Continued understanding of the lateral connections between currently exists in the locality and what is appropriate to individual buildings.</p> <p>Better appreciation of the importance of good practice.</p> <p>Better appreciation of the role of urban design in planning and the importance of Conservation Area designation.</p>	<p>Continue to develop report writing and analysis skills (in terms of policy) to ensure that client needs are met and that policy is fully accorded to.</p> <p>Continue to develop negotiation skills with a view to better manage differing needs.</p> <p>Improve technical knowledge e.g. of interpretation of architectural plans.</p>	<p>Emploies</p> <p>problems</p>
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	<p>(Location) preparation of a development brief, involved further analysis of UDP Policies and negotiations with the LPA case officer.</p>		<p>Written and oral communication in order to obtain the information required and then set out a case to the LPA for their approval. (Utilisation of skills of negotiation, mediation and advocacy).</p> <p>Listening actively to ensure that the situation was fully understood and in turn managing misinformation.</p> <p>Understanding the dynamics of conflict and how to achieve a mutual agreement between the client and the LPA.</p> <p>Demonstrated good practice, including honesty and integrity.</p>	<p>Adapt communication skills to the nature of the inquiry. Continue to ensure that all information is communicated and used effectively.</p>	<p><i>Completed</i></p>
	<p>General Planning Advice – internal</p>	<p>Problem solving – investigation and research into subject matter, interpretation and analysis of data to provide comprehensive guidance.</p> <p>Collaborative and multi-disciplinary working – partnership working with other teams, creating an environment where information is shared, effective networking (internal relationship building).</p> <p>Communication – usually in the form of verbal instructions, occasionally a briefing note or memo depending on the nature of the inquiry. Also needed to listen actively to ensure that the nature of the problem/issue was understood and that the correct information was communicated to aid in the decision making process. Inherent to this is the management of mis-information.</p>	<p>Widened knowledge of how planning issues are integral to the property industry.</p> <p>Analysis and interpretation of information to meet a wide range of needs – increasing adaptability of knowledge and broadening knowledge basis.</p>	<p><i>Completed</i></p>	

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Period of review: January 2006

Date	Nature of Professional Work/Task Undertaken	What skills/competencies has this work developed	What knowledge/understanding has been gained/developed as a result of this work?	What skills/knowledge do you feel you need to develop?	Employer Verification
	<p>Planning Appraisal for (client)</p> <ul style="list-style-type: none"> - meeting with client to discuss content of report and future strategy 	<p>Needed to communicate with the client (oral) the findings of our written report using appropriate language for the client.</p> <p>Listened to clients needs in order to work out a strategy that best serves their needs whilst taking into account the constraints of the site in order to come to a mutually compatible conclusion.</p> <p>Internal communication and information sharing by bringing on board the residential department to aid with the sale of this site.</p> <p>Continued relationship building with a new client.</p>	<p>Work of our residential department (in general terms).</p> <p>How to take a more holistic approach to analysis and identify solutions most appropriate to the client.</p> <p>Project management – ensuring that the client's objectives were met and presented in a creative and informed format.</p>	<p>Continued and more effective collaborative and multidisciplinary working to further wider organizational goals.</p> <p>Develop more advanced problem solving skills by taking a more holistic approach.</p>	<p><i>Employer</i></p>
	<p>Continued work of appeal for (location)</p> <ul style="list-style-type: none"> - Statement of Case - Response to LPA's Statement of Case. 	<p>Effective communication in order to ensure that our clients needs and approach were fully understood. This involved the production of a 'legal' document and accurate interpretation of all materials received from the Planning Inspectorate.</p> <p>Skills of negotiation, mediation and advocacy to ensure that a desirable outcome is achieved and therefore conversely understanding the dynamics of the conflict and how to achieve a mutual agreement.</p> <p>Creative vision – awareness of local aesthetics and how this scheme will contribute (involved making lateral connections with the surrounding environment).</p>	<p>Wider understanding of the appeals process and the role of the Planning Inspectorate.</p> <p>Better knowledge of the format that legal documents should take and how a statement of case differs from the grounds of appeal.</p> <p>How to counter argue LPA arguments – how to think more laterally with regard to policy.</p>	<p>Continued understanding of the appeal process and role of the inspector to ensure that all view points are expressed and judged in an informal manner.</p> <p>Continue to develop report writing and communication skills in relation to this context.</p>	<p><i>Employer</i></p>

<p>Renewal application for redevelopment of (location)</p>	<p>Project management – delivered clients requirements in a manner appropriate to the design and policy implications of the area, involved process management and evaluation. This included a site visit and critique of the surrounding area, policy analysis and planning history.</p> <p>Submission of an appropriately detailed planning application with all relevant documents.</p>	<p>Continued understanding of the lateral connections between what has been allowed previously and what is appropriate in the current planning climate.</p> <p>Better appreciation of the role of urban design in planning.</p>	<p>Continue to develop report writing and analysis skills (in terms of policy) to ensure that client needs are met and that policy is fully accorded to.</p>	<p>Empo</p>
<p>Representations on Policy – (Local Authority) preferred options report – (Local Authority)'s Proposed Modifications</p> <p>See Assessor Comment 3</p>	<p>Suggested creative and innovative strategies for the future development of an area, taking into account the character of the area discussed. Making lateral connections with the surrounding environment.</p> <p>Long term project management as purpose is to maintain and promote client objectives in the long term, also involved elements of problem solving through continued analysis of quantitative and qualitative data, and the evaluation of alternative solutions to those suggested by the LPA. Thus it was necessary to understand the dynamics of the 'conflict' and how best to achieve (suggest) a mutual agreement.</p> <p>Involved effective written communication, in a manner which was clear and concise and tailored to the audience (the LPA). Also involved effective communication with Management Department to ensure that client's needs were accurately represented (therefore also involved an element of internal and external relationship building).</p> <p>The sensitive nature of writing representations requires that the ethics are maintained and demonstrated at all times.</p> <p>Creative vision – awareness of local aesthetics and how this scheme will contribute (involved making lateral connections with the surrounding environment).</p>	<p>Further understanding of the decision-making and policy making processes that underpin our planning system, and how in turn we can influence them in order to meet stakeholder needs.</p> <p>Further developed skills of interpretation, analysis and negotiation.</p>	<p>Develop more mature interpretation/analysis and writing skills to ensure that client needs are met in a way that clearly respects and understands the policy and legislative process.</p>	<p>Empo</p>

	<p>Resubmission of a planning application for residential redevelopment (location)</p> <p>See Assessor Comment 4</p>	<p>Project management – delivered clients requirements in a manner appropriate to the design and policy implications of the area, involved process management and evaluation. This included a site visit and critique of the surrounding area, policy analysis and planning history.</p> <p>Creative vision – awareness of local aesthetics and how this proposed scheme would contribute to its local environment thus involved making lateral connections with adjacent land uses.</p> <p>Submission of an appropriately detailed planning application with all relevant documents.</p> <p>This resubmission involved considerable negotiations with the LPA (with both planning officers and conservation officers in order to achieve a mutually compatible goal, as such information had to be shared effectively).</p> <p>Technical skills - preparation of planning application documents.</p>	<p>Continued understanding of the lateral connections between what has been allowed previously and what is appropriate in the current planning climate.</p> <p>Better appreciation of the role of urban design in planning.</p> <p>Resulted in considerable cross-departmental (residential management and building and projects team) and wider sector communication and in doing so highlighted the importance of creating an environment in which information is shared.</p> <p>Relationship building with both the LPA and client</p>	<p>Continue to develop report writing and analysis skills (in terms of policy) to ensure that client needs are met and that policy is fully accorded to.</p>	<p><i>End of report</i></p>
	<p>Work in relation to on going appeal for (location)</p> <p>See Assessor Comment 5</p>	<p>Effective communication in order to ensure that our clients needs and approach were fully understood. This involved the production of a 'legal' document and accurate interpretation of all materials received from the Planning Inspectorate.</p> <p>Skills of negotiation, mediation and advocacy to ensure that a desirable outcome is achieved and therefore conversely understanding the dynamics of the conflict and how to achieve a mutual agreement.</p> <p>Listening actively to the research undertaken by other professional (particularly the conservation and housing experts in relation to constructing proofs of evidence).</p> <p>Of paramount importance to this case is good practice, respect, tolerance, confidentiality and honesty.</p>	<p>Attendance of Conferences with Counsel has widened my understanding of the wider legal process and the work of other professionals such as barristers, conservation consultants and housing specialist.</p> <p>This resulted in considerable cross communication, thus demonstrated the importance of creating an environment in which information is shared.</p>	<p>Better understanding of the role of other professionals and develop better and more effective communication skills with them.</p>	<p><i>End of report</i></p>

	<p>Resubmission of 4 applications in relation to a land use sway for the (client)</p> <p>See Assessor Comment 6</p>	<p>Project management – delivered clients requirements in a manner appropriate to the design and policy implications of the area, involved process management and evaluation. This included a site visit and critique of the surrounding area, policy analysis and planning history.</p> <p>Submission of an appropriately detailed planning application with all relevant documents. This required extensive liaisons with the project architects to ensure that all the LPA's were satisfactorily met – particularly in relation to the listed status of 2 of the sway properties.</p> <p>This particular project has been on going since August 2004 due to issues concerning the listed status of 3 properties subject to these applications as such negotiations with the LPA (with both planning officers and conservation officers) have been essential in order to achieve a mutually compatible goal, as such information had to be shared effectively.</p>	<p>Continued understanding of the lateral connections between what has been allowed previously and what is appropriate in the current planning climate.</p> <p>Better appreciation of the role of urban design in planning</p>	<p>Continue to develop report writing and analysis skills (in terms of policy) to ensure that client needs are met and that policy is fully accorded to.</p> <p>Develop a wider and better appreciation of Listed Building legislation to ensure that mutually agreeable solutions can be developed from the outset.</p>	<p style="text-align: right;"><i>Emp101085</i></p>
<p>General Planning Advice – internal</p>	<p>Problem solving – investigation and research into subject matter, interpretation and analysis of data to provide comprehensive guidance.</p> <p>Collaborative and multi-disciplinary working – partnership working with other teams, creating an environment where information is shared, effective networking (internal relationship building).</p> <p>Communication – usually in the form of verbal instructions, occasionally a briefing note or memo depending on the nature of the inquiry. Also needed to listen actively to ensure that the nature of the problem/issue was understood and that the correct information was communicated to aid in the decision making process. Inherent to this is the management of mis-information.</p>	<p>Widened knowledge of how planning issues are integral to the property industry.</p> <p>Analysis and interpretation of information to meet a wide range of needs – increasing adaptability of knowledge and broadening knowledge basis.</p>	<p>Adapt communication skills to the nature of the inquiry. Continue to ensure that all information communicated and used effectively.</p>	<p style="text-align: right;"><i>Emp101085</i></p>	

Assessor Comments

December

Comment 1: Licentiate states that they 'identified main issues/needs of client' – further detail on this might be helpful to assist in recalling the issues in detail when composing the detailed submission.

Comment 2: in this example the Licentiate has referred to specifics relating to this appraisal in referring to communication with the LPA and working with the Green Belt designation. This could be useful detail for the future submission.

January

Comment 3: further detail of the 'creative & innovative strategies' suggested might prove useful to the Licentiate when submitting the final application for membership.

Comment 4: more detailed note of what 'policy analysis' was required might be helpful for the future submission.

Comment 5: more specific detail on exactly what 'skills of negotiation, mediation and advocacy' were required might be helpful. Were there particular points of contention? How was agreement ultimately reached?

Comment 6: good level of detail included specific to the project.