General Assembly Meeting Minutes, 20th January 2021

10.30am, Virtual Meeting

Chair: Sue Manns, RTPI President 2020 (morning session), Wei Yang, RTPI President 2021 (afternoon session)

Present: Andrew Taylor; Andrew Trigger; Andrew Martin;; Atefeh Motamedi; Adam Banham; Adele Maher; Alexander Oxley; Alice Lester, Alison Blom-Cooper; Barbara Cummins; Bernadette Hillman; Christine Naylor; Claire Hepher-Davies; Cath Ranson; David Carlisle; David Lowin; David Stovell; Elizabeth Wood-Griffiths; Emily Kitching; Gabrielle Appiah; Garry King; Gavin Lewis; Giuseppe Zanre; Helen Fadipe; Harry Quartermain; Ian Tant; Janet Askew; Jennifer Winyard, Joanne Harding; John Collins; John Powell; Judith Onuh; Katherine Green; Carol Ramsey; Kirsty Macari; Laura Archer; Laura Webster; Layla Vidal-Martin; Lubaina Mirza; Lindsey Richards; Lucy Seymour-Bowdery; Maria Dunn; Mark Southgate; Martin Edwards; Michael Vout; Meeta Kaur; Nadeem Ahmed; Nicky Linihan; Niall Byrne; Nick Smith; Olafiyinfoluwa Taiwo; Paul Bateman; Peter Geraghty; Rebecca Dewey; Robyn Prince;, Sarah Platts; Stefano Smith; Timothy Crawshaw; Samer Bagaeen; Sue Bridge;; Tola Amodu; Tom Venables;

Apologies for absence: Mark Hand; Andrew Coleman; Adrian Brown; Sean Taylor; Lynette Swinburne

In attendance: Victoria Hills (Chief Executive); Richard Patrick (Director of Commercial and Corporate Services); Will Finch (Communications Officer); Richard Blyth (Head of Policy, Practice and Research); Sukhpreet Bhatia (Governance Manager); Simone Tomlinson (Governance Officer); Andrew Close (Director of Education), Rebecca Hildreth (Intern, Director of Communications); Craig McLaren (Director of Scotland & Ireland); Roisin Willmott (Director of Wales & Northern Ireland); Robyn Skerratt (Young Planner of the Year 2020)

S. No.	Agenda Items
1.	**Welcome message by the President of RTPI and the Chair of General Assembly, Sue Manns** The Chair, welcomed everyone to the January 2021 General Assembly meeting with a special welcome to the new GA members, including the incoming Vice President for 2021, Timothy Crawshaw. The Chair stated that when GA last met in October, it was hoped that we would be over the COVID 19 pandemic but clearly this was not the case and we continue to live in very difficult and challenging times. The Chair thanked the governance team for their work behind the scenes to organise today's GA. She advised members that putting on a digital event with 70 plus members requires a lot of preparation work and that this meeting had been a particular challenge as two breakout sessions had been included for discussion of important matters. The Chair gave an overview of the agenda for the day. She advised members that she would be chairing the morning session, before a break and then joining with members and invited guests from across the world to watch the inauguration of the RTPI's new President for 2021, Wei Yang. Wei would then take over and Chair the afternoon session.

	The two group discussion sessions (one in the morning and one in the afternoon), had been divided into groups. The Chair, advised members during 2020 the Presidential Team had been writing monthly reports to keep members up to date on their activities and these have been posted on the RTPI website. The reports also include links to the RTPI You Tube Channel where recordings of key sessions can be watched by everyone - a great advantage of the digital world. The Chair stated that as outgoing President she also had the opportunity to deliver a Valedictory speech before the main inauguration of the new President. The speech reflects upon the achievements of the RTPI during 2020 and also on what the President had been doing. The Chair welcomed the Chair of the Board, Sue Bridge to introduce her report.
2.	**BOT Chair's Report followed by Questions** The BOT Chair, Sue Bridge thanked the GA Chair and all staff at the RTPI for all their work during these difficult times. The BOT Chair, stated that she would take her report as read and was happy to take any questions. No questions were raised.
3.	**GA Consultation: The changes to the RTPI regulations and bye-laws** The BOT Chair, Sue Bridge presented a report regarding a Governance review of the RTPI regulations and bye-laws. She explained to the members the purpose of performing a governance review was in accordance with the Charity Commission guidance ensuring that the RTPI's governance was fit for purpose and the Board of Trustees is answerable to the membership and is representative of the membership. The BOT Chair, reported that the review was undertaken by the National Council for Voluntary Organisations (NCVO) in 2019 and during 2020 the BOT considered 60 recommendations that were raised. The BOT has already implemented the majority of the recommendations, these were primarily the internal workings of the Board identified by NCVO as barriers to effective working. The report also made recommendations on the impact on the wider working of the Institute which would require changes to the regulations and bye-laws if they were to be implemented. The BOT Chair reported that in proposing to reduce the size of the Board there was an awareness of creating a democratic deficit and how important it was that sectors of the membership were not disenfranchised and that the Board retained the ability to bring in co-opted trustees to give the skills that might not be represented by the other trustees. It was also proposed to change the eligibility criteria for some positions to reflect the importance of the role of trustees in running the Institute. The first important change would be that the Chair would only have one term of three years and the reasoning for this was that this was a very challenging role for a volunteer. There is also a proposal to create two trustees one for the Nations which would replace the trustee for Scotland and that trustee would represent Scotland, Wales, Ireland and Northern Ireland and a trustee for

	the Regions. It was also proposed that only the President would be a trustee the Vice President and Immediate Past President would be observers and invited to attend the Board they would still continue to be members of the General Assembly. The post of Honorary Treasury was proposed to be abolished. The post of Honorary Solicitor and Secretary was proposed to be retained. It was proposed a maximum term for trustees of 9 years before a break of 1 year. It was proposed to reduce the Chartered Trustees to five. The NCVO also looked at the General Assembly and identified that there was some confusion as to what its role was. The Board were unanimous in agreeing that the General Assembly has over the years drifted away from its original purpose and that the recommendations were in bringing the General Assembly as the think tank to the organisation. The BOT Chair explained that the next steps in modernising constitution was to begin the consultation process with GA members at this meeting and comments will be considered at the February BOT meeting and the Chair would visit the Nations & Regions, Standing Committees, Panels and members in the Spring reaching out to members. Changes will be finalised at the General Assembly meeting in June. Regulations will then be changed in Autumn 2021 which the Board can do themselves, Bye-law changes will have to be made to the Privy Council. A question was raised, regarding the recommendation on diversity and what is being done to address this. Other questions were raised regarding the presence of the Presidential Team on the Board and a three-year term for the Chair. The Chair explained that the changes that were being proposed would not only make it easier for people to stand and by making the GA more effective the members would give more leverage into the BOT. The Chair reported that she felt that GA membership did reflect the diversity of the Institute and the communities it serves. There has also been change to the Equality, Diversity & Inclusivity Strategy and this year we have the first BAME President. There had been lots of discussion regarding whether the Presidential Team Vice President and Past President should continue to serve on the BOT and the Chair advised members they should have a discussion regarding this in their breakout sessions. With regards to the three-year term for the Board Chair it was stated that the first year you were still learning the role the second year there was a better understanding of the role but then the role was up for re-election again. Three years is best practice for a Chair going any longer than three years would be too much. The General Assembly members moved to the break out rooms for group discussion. This extract has been taken from the paper that went to the BOT meeting on 3 February regarding the group discussion on the report:- The paper presented to the GA is attached (as Appendix 1) to this report for completeness. The report back from the breakout sessions was largely supportive of the proposed changes. Several groups had suggestions for improvements to the operation of the GA which will be raised in a separate paper. This is a preliminary report back and more detailed response will be prepared for the BOT meeting in May with the feedback from the wider consultation. There was a majority support for the reduction in the size of the Board, the eligibility criteria as set out in Table 1 of the GA report, the Chair's term of office set at three years and the separate Trustees for the Nations and the English Regions. There were mixed responses to the reduction in GA representation on standing committees from 51% but those groups that did comment on this either did not feel strongly or supported the idea.

	Some GA members raised to have a similar eligibility requirements for the Trustee for Nations. We have certain eligibility requirements for the position of Trustee of Regions (that they should have certain experience of being involved in the Regions). The same should be looked at applying to the position of Trustee for Nations that they should as well have a prior experience of being involved in the Nations. Several groups discussed the role of the Vice President on the Board. There was a suggestion that the Vice President should be on the Board and the number of elected chartered members be reduced to 'up to four' from 'up to five'. No group managed to comment on the consultation arrangements. A full report on the consultation and the feedback from the 20th meeting will be presented to GA in June.
4.	**Chief Executive's Report** The Chief Executive asked the General Assembly members to note the contents of the written report and make any particular comments, if they would like to discuss/raise anything. The Chief Executive commented that we would all look back on 2020 as a year nobody planned for but it was her privilege to lead the Executive Team of the Institute in a year of transformation which saw the RTPI end the year in a stronger position than the start of 2020. There had been a 2.2% growth in 2020 which saw the Institute reach over 26,000 members for the first time. The Corporate Strategy was launched at the beginning of 2020 and was followed by the first ever Equality Action Plan 'Change'. During the year a significant number of Corporate Strategy projects were launched including the Digital Transformation Programme, the high profile campaign 'Build the World We Need' campaign, the Research Report and the first Climate Action Plan and Invest and Prosper Business Plan which was submitted to the Government. It was reported that Governance arrangements were made more robust through a Governance Working Group. There was also the establishment of the first Finance Committee and also the first Appointments & Remuneration Committee. The Chief Executive reported that she was very proud as to how the internal operations had been sharpened up during the pandemic by the introduction of frequent 'Gold' meetings which meant responding at pace to the pandemic. The transformation of the RTPI to totally digital has enabled the RTPI as a professional body to continue the value of membership to members and support members in their time of need as well as attracting new members. The creation of member resources such as the 'Covid Information Hub' and the focus research on the planners response to the pandemic across the nations and the engagement on policy has supported the delivery of what members wanted to see. External affairs, training and events of the Institute moved from strength to strength as the RTPI moved to an online events and training. There was record growth from engagement of members. The Planner Live was launched and was rolled out to the Regions & Nations which has been extremely successful. The website was revamped and reached over a million hits last year. Snapshot surveys have informed the RTPI's Service and the RTPI met last year with more politicians than ever. The 'Plan The World We Need Campaign' made it into the White Paper in England. Planning Aid England is continuing to provide services throughout the pandemic and volunteers have responded to over 2,000 enquiries during the last year through the email support service. Across the Nations there continued to be an influence on positive planning in Scotland through digital and the National Planning Framework in Wales, media coverage and

	priority campaigns have also been secured across the Nations representing member's views. A question was raised whether the encouraging growth in membership was reflective of a growth in planners across the nations or increased numbers taking up the benefits of membership within a stable pool of planners? The Chief Executive responded that we knew how planners there were in UK and Ireland and the RTPI know how many chartered members are and broadly the RTPI had 75% of the market share and the 25% was being targeted through the growth strategy. The growth that had been seen was free student membership which was introduced a few ago and the work to retain their licentiate status and the other has been the strength and guidance that assessors use to come into the profession as well as expanded roots to get qualified such as the EPC. The Chief Executive extended an offer to all new GA member for a session to go through all the priorities for the year ahead. There was concern that Public Sector Planning Managers were choosing POS over the RPTI? The Chief Executive explained that a network had been established called HOPE (Heads of Planning Everywhere) which the RTPI are working closely with them and that there was a clear distinction between POS and the RTPI. She stated that it was perfectly normal practice for members to belong to more than one organisation but the RTPI has a different offering to POS as the professional body for the planning profession, and that the RTPI are seeing a growth in the public sector. Another question raised as to whether the strong increase in PR from the Institute would continue and if so, what are the key objectives? The Chief Executive responded that yes there would still be a strong PR increase from the Institute and that there was a big opportunity for the Institute to be the go-to for all things that are coming out with regards to Planning i.e.: Planning Bill, Scottish Planning Framework.

5.	**Update from Committee Chairs: Policy, Practice and Research Committee**
	
	The Chair of the Policy, Practice and Research Committee gave the GA members an update on the work of the Policy, Practice and Research Committee over the past year.
	
	The Chair introduced himself to the GA members and advised that he was on the BOT and had been a Chair of the Policy, Practice and Research Committee for the past two years. He explained that the Policy, Practice and Research committee was one of the several standing committees that sit under the BOT and link in with the GA. They were responsible for overseeing the work of Policy and Planning primarily across UK and Ireland but links in with International work as well as the Nations and Regions. They also have the England Policy Panel as a sub-committee.
	
	The Chair reported that work priorities for the year ahead was to have a greater link with the GA as a debating chamber.
	
	Key issues for 2021 were :-
	
	• <u>England Policy</u>
	  • Planning Bill England
	  • Environment Bill
	• <u>RTPI Research</u>
	  • REF – Research Exercise Framework strengthening of links between Universities.

	• Last year of 2019-21 Research Strategy – what priorities are for 21-22, engaging with Nations & Regions. • Research Strategy 2022-24 Consultation • RTPI Practice – continuing with practice advice notes, contributing to research on Learned Modules. Research Programme :- • Net Zero Transport (incl RTPI North East) – being published on 21st January. • Women and Planning 2 – continue research with this. • Location of Development Round 3 (England) – regular survey. • Climate Officers and Planning Officers – how they can work collectively in councils. • Rural Planning in the 2020s – research project addressing inequality and housing. • Build Out (England) – questioning the assertion made by the government regarding SME's. • Design Codes and Net Zero (England) • Assessment of 1980s Deregulation (SE England) • Plan Tech work programme • Nations' Research Programmes
6.	**Update from Committee Chairs: Nations and Regions Panel** The Chair of the Nations and Regions Panel gave the GA members an update on the work of the Nations and Regions Panel over the past year. The Chair introduced herself to the GA members and advised that was she had been a trustee since last year and had been a Chair of the Nations and Regions Panel since last year. She explained that the Nations and Regions Panel brings together the Nations and Regions to discuss Operational, Policy and Membership issues. Each Nation and Region nominate their own representatives. Key issues for 2021:- • Exploring how to maximise the contribution to Corporate Strategy projects: • GROWPLAN – the membership growth • Volunteering Strategy – roll out of the volunteering strategy • Chief Planning Officers of Tomorrow – Expansion of Chief Planning Offices of Tomorrow • YOURPLAN – promote public understanding • Work experience pilot - Delivery of work experience pilot that targets those from less-privileged backgrounds • The RTPI events strategy • Engage in discussion on future priority Corporate Strategy Projects • Contribute to work to move to 3 year service plans • Contribute to the development of RTPI Research Strategy for 2022-2024
7.	**Summary and overview of morning session** The Chair gave an overview of the morning session and thanked everyone for an excellent discussion and debate.

	GA members watched online Inauguration - pre-recorded Speeches via YouTube
8.	**Welcome by the new Chair of the General Assembly, RTPI 2021 President Wei Yang** The Chair and new RTPI President for 2021, welcomed everyone to the afternoon session of the General Assembly meeting. The Chair introduced the incoming Vice President to give his presentation as incoming Vice President.
10.	**Presentation by Timothy Crawshaw incoming Vice President** The Vice President thanked the Chair for her address and was delighted to become Vice President of the RTPI. The Vice President gave a brief overview of his background, he advised members that he was from Darlington in the North East Region, and he had worked both in the private and public sector in Planning and his work covers a global framework, having experience in Europe and Africa. By way of introduction to his recent practice, he spoke about the contribution he had made to the Heathy New Towns programme and the importance of Planning in terms of bonding together many disciplines. Based on this professional and life experience his motivations are as follows:- • Climate Change • Tackling Inequalities • Health and Wellbeing He advised members that there needs to be a strong public sector with shared standards and values within the professional as a whole. Planning needs to be at the front and centre of policy and practice in the recovery following the pandemic. The 17 Sustainable Development Goals provide a framework for all nations and these are applicable to the UK context as much as elsewhere, The Vice President was greatly looking forward to supporting the President in 2021 and further serving the Institute, championing the power of planning.
11.	**Vision of the Young Planners by Young Planner of the Year 2020** The Young Planner of the Year 2020 gave an overview of her background she advised members that she currently works in the Foreign Commonwealth & Development Office overseeing the UK's implementation of the Sustainable Development Goals. She gave an overview of the year for 2020 and two of her main objectives were on policy thinking about the role of the STG's and supporting sustainable recovery and the second objective was skills orientated and how to take planning outside the normal boundaries which could be pushed to other related disciplines, coaching/mentoring could support planners/young planners who are recently qualified. She had been involved in actively in building awareness of STG's and what they are in theory and practice, she had worked with the SW Young Planners Network to deliver an event with a number of speakers from local authorities to talk about what implementing the STG's in the UK means. She had organised another event all about Sustainable Recovery in England. She had reached out to Young Planners on LinkedIn to get some ideas and suggestions of what their visions were.

	She advised members that her three priorities for the Vision of Young Planners was • making sure that the profession was adaptive and responsive and this fitted well with what the Chair of the GA had already addressed about being proactive of how planners contribute and ceasing opportunities. • Inclusivity – ensuring an environment that is supported and how Young Planners are supported from Young Planners status into other categories of RTPI membership. • Balancing subject matter expertise and the skills base ensuring that the right skills are place for the challenges the profession experience. • Power and potential of bridging the international and domestic • Maximizing major international opportunities in 2021 – COP and G7 etc • Beyond 'traditional' planning boundaries • Demystifying RTPI governance and ensuring young planner representation throughout. The things that worked well for Young Planners were :- • Opportunity to shape role in line with priorities / interests • Attending quarterly Young Planner Chairs Meeting • Reaching a broader range of (young) planners through virtual event The things that could be improved are:- • Work more strategically with RTPI to support RTPI priorities and initiatives • Early x-RTPI priority setting and opportunity identification • Schedule of events and activities for Young Planner of Year involvement See Appendix A: Young Planner of the Year - Maximising the Role Reflections from Robyn Skerratt - Young Planner of the Year 2020
12.	**GA Debate : Future of the Planning Profession** **Scene setting presentation by Young Planner Trustee: Young Planners activities and key findings from the Young Planners' Conference** The Young Planner Trustee gave an update on the Young Planners activities and key findings for the Young Planners' Conference. She advised members that part of the role of the Young Planner Trustee was to Chair the Young Planners Chair's from the Regions & Nations which meet three times a year to discuss what has worked well and share ideas for future events. Key areas for 2021 were :- • Gain an understanding of the Governance within RTPI – invite a member of the Senior Executive Team/Trustee/GA/Committee representative to each Young Planner Chair meeting. • Finalise a Terms of Reference for Young Planner Committees across the regions and nations. • Develop ideas around changing 'Young' in the term Young Planners. • Create a 'Young Planner Manifesto' – following on from the Young Planners Conference 2020.

	• Young Planners Survey – reach those who are not active in our young planner committees. Then the Chair gave an overview for the Future of the Planning Profession through a presentation with feedback received from GA members through a pre-meeting questionnaire: 'In your view, for the planning profession, what are the strengths, weaknesses, challenges, and opportunities?' See Appendix B - The Future of the Profession - SWOT The Chair then invited members to break out into breakout sessions for the GA Debate. **Question 1**: What are the transferable skills planners have or should have? i.e. planning skills can benefit other professions, or planners can learn from other professions. **Question 2**: On 2050's New Year Day, if RTPI / planners / the planning profession would become the headline on *The Times*, what it could be? Feedback from each group were reported during the meeting (Q1 through chat box, Q2 verbally). The feedback will be further analysed and will be shared in the next GA meeting in June. The Future of the Planning Profession will be the theme for 2021's GA.
13.	**Comms and Marketing – looking back on 2020 and looking forward to 2021** The Intern Director of Communications gave an update to members of the Communication priorities for 2021. Success for 2020 were as follows:- • 2020: 592 separate media mentions of RTPI across national, local and trade press – highlights included Victoria being interviewed on BBC Breakfast, Radio 4, Talk Radio and many more • So far in Jan 2021 we have 8 mentions, including in the Scotsman and Victoria has been interviewed by the Sunday Times • Twitter followers are now at almost 22,000 The priorities for 2021 were as follows:- • Wales National Development Framework Q1 • Elections for Scottish Government and Senned Cymru (May 6th – C19 restrictions allowing) • (RTPI Cymru Manifesto launched Dec 2020, RTPI Scotland Manifesto due to be launched on 26 Jan 21) • NPPF 4 Scotland • Planning Consolidation Bill Wales (if Lab majority) • Infrastructure Consolidation Bill Wales (if Lab majority)

	• In 2021 we will pivot campaign to more international focus ahead of COP26 and to support the launch of the International Strategy. • Key message: Pro-active planning essential for green recovery from the pandemic across the world and to support the SDGs • Resource and skill up professional planners across the world • YourPlan - aim of campaign is to promote positive image of planning to general public - 2nd half 2021 • Planning is Great - Wei Yang to front campaign • UK Planning and RTPI's professional standards are highly valued around the world and contribute to UK plc
14.	**Any other business** There was no other business.
15.	**Closing words from RTPI 2021 President Wei Yang** The Chair thanked everyone for attending the GA meeting and closed the meeting.

Approved,

Chair,
Sue Manns

Chair,
Wei Yang

Appendix A: Young Planner of the Year - Maximising the Role Reflections from Robyn Skerratt - Young Planner of the Year 2020

- The Young Planner of the Year (YPoY) award could be positioned as more than an award and instead have a greater focus on being an ambassadorial role, amplifying the voice of young planners and also the RTPI more broadly during the 'year in office'.
- To do this most effectively, a more structured approach would be beneficial. This is a win-win opportunity for both the individual and the RTPI.
- This note sets out what worked well in 2020, challenges and proposed practical actions.

What Worked Well

- There is freedom to shape the role in line with individual priorities and interests. I proactively reached out to previous YPoY winners to understand how they used the role and what they would do differently if they were doing it again.
- Attending quarterly Young Planner Chair Meetings enabled strategic engagement with all regions and identification of synergies and opportunities.
- The focus on virtual activities enabled greater engagement with a broader range of (young) planners.

Challenges

- Taken a proactive role but sometimes it has been challenging to get traction.
- Sometimes felt like opportunities were a little ad-hoc and occasionally missed.

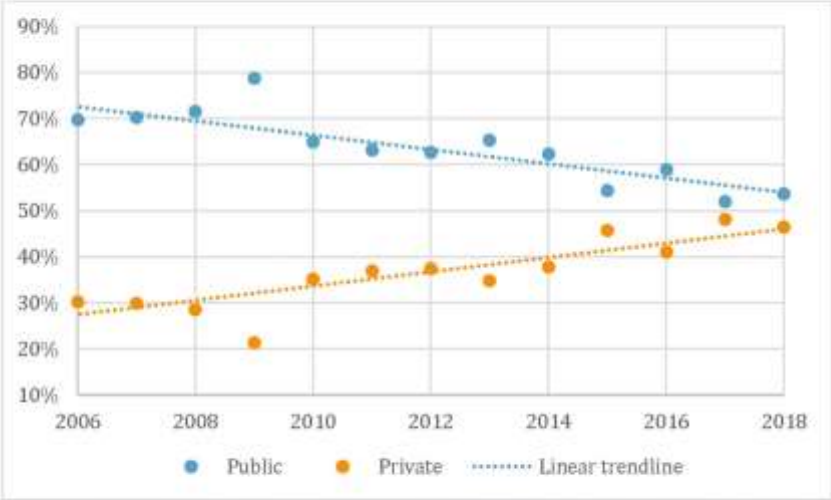
Proposed Practical Actions - Even Better If

- When selecting YPoY, as well as recognising achievements to date, the process could also seek to understand candidates aspirations for role. Ensuring there is not a one size fits all model is key i.e. tailoring to the individual and their priorities, so as not to lose the breadth of applicants.
- Having an early priority setting and opportunity identification meeting, looking at opportunities that exist and/or could be easily created with little to no resource.
- Working more strategically to support priorities and initiatives in line with YPoY priorities. The YPoY could also be involved in the cross-UK presidential visits programme, with very little extra organisation or cost.
- Agreeing upfront a schedule of events and activities with YPoY anticipated involvement, utilising opportunities more strategically and minimising short notice requests and/or hearing about opportunities too late.
- Having a feedback loop on a semi-regular basis and/or providing a 'handover' or informal mentorship to the subsequent YPoY winner.

APPENDIX B

GA Debate: The Future of the Planning Profession

Figure 4: Proportion of planners in public and private sectors over time



Source: ONS Annual Population Survey, filtered by SOC10M = 2432 (Planners). Result for each year is based on period ending September that year.

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GA Debate: The Future of the Planning Profession

Strengths

Influence of the Profession

- a resilient & responsive profession
- a pivotal role in society
- impactful planning policies

- growing body of young, enthusiastic, and ambitious planners
- well-educated professional workforce
- a wealth and depth of experience
- good communicators, collaborators, project managers, strong decision takers

Planners

- vision & broad range of skills

The Institute

- the modernisation of the Institute in recent years
- the increased engagement with and legitimacy accorded to the Institute by Government

Career

- attractive for women and career changers
- high degree of job certainty / security
- large chartered members
- the ability to influence all aspects of society
- works within system of Local Democracy
- digitisation of planning as a priority
- good initiatives injecting fresh ideas

- the commitment of the Institute's staff
- the apprenticeship program

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Weaknesses

Images of the Profession

- negative portrayal of planners holding things up / perceived as a barrier to economic development and progress
- sometimes a public mistrust of planners
- The need to increase the visibility of the profession to the level of medicine, the law and architecture, particularly amongst school children

Voices of the Profession

- relative 'silence' of the planning voice in political and public debate
- community engagement

The Institute

- the current role of the GA
- in the face of climate change and the likely changes to spatial planning caused by COVID being an international leader in the debate to manage change

Effectiveness

- lack of Top Down Priorities and Regional Planning
- may lead to a tick boxing approach when resource/capacity challenges
- stifle opportunities for planners to proactively plan
- facilitator not implementer, struggling to impose change
- Lack of resource in L Govt. / lack of good mentors in L Govt.
- experienced and skilled professionals not being valued enough / can lead to disillusionment
- difficult to navigate system due to lack of training at local level
- weighting environmental matters vs economic matters
- culture of negativity due to frequent and too regular changes to the system for no benefit
- the plan-led system has never fully realised its potential
- policy objectives, both nationally and locally, can be conflicting

Challenges

Professional Integrity & Culture Change

- there can be discord between public sector and private sector planners
- how to increase professionalism of Town Plannerstoo thinly stretched
- changing culture within some LPA's to be more proactive and "can do".
- ensuring a positive culture is generated to deliver a sustainable growth
- de-regularisation of planning
- resisting pressure from 'the few', whoever they may be.

The Institute

- ensuring that resources are not

Support & Understanding

- improving the public image of the profession / Being viewed as part of the problem (particularly in England) ▪ profession is not well-understood by non-planners
- understanding people and what is important to them / Understanding 'difference' ▪ maintaining/increasing Govt funding

Constrains

- delivering a number of crucial objectives with limited resourcing
- skill capacity constraints present within local planning authorities
- political nature of planning can lead to inefficiency
- ensuring more changes and further re-inventing of the wheel does not slow down the system even more.
- making the system simpler to navigate
- local democracy/ local engagement being reduced

COVID-19 Impact

- the long-term impact of COVID-19 on higher education and the future supply of planner

Opportunities

Membership

- encourage greater diversity within the profession
- RTPI to increase Membership, including among L Govt.

New Technologies & Skills

Relationship with Government

- the new found legitimacy with government needs to be enhanced and magnified, both nationally and internationally
- enhancing its role within local government building on the new relationship with central government
- digitalisation and wider stakeholder engagement / removal of physical barriers
- prevent continual fragmentation of RTPI into a number of small skill sets, improve training and CPD

Collabrations

- formation of closer relationships with other Chartered Institutes to deliver shared objectives
- the impetus behind a green recovery post-COVID suggests a key role for planners and we need to show nonplanners the benefits / skills that the profession can bring to co-ordinate that effort.
- to bring together key stakeholders to respond to the challenges of today and tomorrow

Forward-thinking

- to provide thought leadership / Using crises to advance the value and contributions of the profession / Lead future changes to the planning system, rather than 'being led'
- increased investment into the profession in promoting & achieving zero-carbon economies / be a more recognised leader in fighting climate change
- a better understanding that there is 'more to Planning', through further Education and Training
- COVID-19 perhaps presents an opportunity to review the routes into planning and the education / skills that future young planners have before entering the profession
- promote educational programmes to inspire the planners of tomorrow
- RTPI to actively promote delivery
- levelling-up agenda