

The challenge of planning: a survey of how members of the National Planning Forum are working together to incorporate spatial planning into their organisations

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IDOX plc
30 Nov 2009



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1. Executive summary

Members of the National Planning Forum (NPF) committed themselves in 2008 to a Manifesto for Change to help make planning more relevant to the public's need for more inspiring places in which to live and work.

The Manifesto was followed by a Culture Change Action Plan in early 2009 in which 19 NPF lead organisations agreed to carry out a wide variety of measures to promote changes in behaviour among planners and related professions. The organisations also agreed to monitor progress during the following 12 months.

This is the first monitoring report and is based on interviews with representatives of all 19 organisations which represented central and local government, the professions, non governmental organisations and business interests.

Since the publication of the Action Plan there have been further developments in the planning system including a new version of Planning Policy Statement (PPS) 12, which seeks to embed spatial planning, with its key role in delivery into local government structures; the 2008 Planning Act and the 2009 Local Democracy, Economic Development and Construction Bill, which will require an increased focus on, and evidence to support implementation and delivery. This new integrated delivery role creates a major challenge for planners – either they will play a central role or will be bi-passed by others who can.

The report concentrates on five key areas.

1. The things that NPF members have achieved. The range and scope of activities is considerable ranging from several hundred awareness raising and training events for both elected members and officers, to information about spatial planning on websites, and to agencies working to get involved in planning at an earlier stage. Finding out what has been achieved by the activities has been shown to be much more difficult but that does not mean that change is not occurring, so we suggest more focus on outcomes is needed in future monitoring.
2. Barriers to progress – each organisations was asked to identify what these were – there is a general perception, particularly on those who work in planning, that change is slow in coming – like 'turning round a tanker', as some commented. A major issue is a widely held perception of planning as being rule bound and overly focussed on regulation. Many report that the main difficulties lie within local government where it is often difficult to engage an audience outside the planning world in the positive aspects of planning.
3. A consideration of how these barriers might be addressed by any revisions in the action plan – training organisations for example need to redouble their efforts to help planners move from a regulatory mindset to one of being more proactive.
4. Suggestions as to how progress can be better monitored by the members in future.
5. A review of changes in the spatial planning system and its context since 2007 including two critical challenges that planning has to face – the economic downturn with associated public sector investment responses, and climate change – both mitigation and adaptation to its consequences

The report concludes by acknowledging that progress has been made in delivering most of the Action Plan commitments although significant barriers remain in making the actions effective. Twelve specific suggestions are made on how progress might be improved:

1: that the NPF considers the web site commitment in more detail to assess whether it should provide more 'model' material that its members could tailor and use.

2: that the Government and Local Government members of NPF discuss the issue of understanding of the role of the planning, local leadership and achieving integration.

3: that the professions primarily concerned with planner training and development discuss the issue of lack of willingness to change and redouble their efforts to find ways in which training and development can provide what is needed.

4: that those NPF member organisations representing the employers of planners consider ways in which they can support the changes needed of planners in practice.

5: that the NGO members of the Forum get together to identify what further development they need of their own membership to understand the integrated approaches to spatial planning and partnership methods of delivery, including the NGO role in Local Strategic Partnerships.

6: that the monitoring of the Forum' Culture change action Plan is shifted to outcomes that help to identify how far member organisations are mobilising to achieve change.

7: that the Professions members of the NPF get together to consider what leadership that can provide to encourage a more positive approach to change from professional planners as part of this study and their ideas are fed back in the Phase 2 report.

8: that the NPF works harder to involve local government leaders in understanding the benefits that more proactive planning can bring to all their authorities' work.

9: that each member of the Forum prepares one case study of the impact that culture change is having in their organisation that the NPF could publish on its website.

10: that those Forum members who have some responsibilities for those delivering the planning system within its wider local governance context e.g. CLG and LGA consider ways in which together they can undertake further action to reinforce the centrality of planning within the wider local government agenda.

11: that the Professions members of the Forum consider what actions they may need to take to provide appropriate leadership and support for their members in the light of these comments.

12: that the Forum considers which issues need wider government support to achieve successful culture change and put them to CLG and other government departments, if this is appropriate.

For the second phase of this project we recommend that a self assessment scoring approach is made by all members to the way they continue to address culture change issues.

2. Introduction

The National Planning Forum (NPF) is a cross -disciplinary and inter-organisational body promoting good planning practice. It involves a wide range of interests across government, business, the professions and non governmental organisations, represented by some 70 bodies. Conscious of the new role for planning promoted by central government, with its emphasis on spatial planning and the delivery of inspiring places that are sustainable economically, socially and physically, the NPF identified the need for a change in culture among planners, related professions, politicians and the general public. To this end the NPF has been a catalyst for a change in culture around planning in England, not just among land use planners, but also across all sectors involved in planning.

NPF members committed themselves to a Manifesto for Change in July 2008. This sees planning as having a central role to play, both in managing the process of creating a practical vision for each area and in delivering that vision. Nineteen NPF members then went on to develop specific action plans to facilitate the changes in culture and behaviour needed both through the leadership of the organisation as a whole and through specific NPF members. This work was brought together in a National Planning Forum Culture Change Action Plan published in early 2009. The Change Action Plan committed the NFP to follow up the Manifesto by monitoring its impact and reporting on progress every six months.

Since the preparation and publication of the Change Action Plan, the role of the planning system including spatial planning has developed further. Its role has been clarified by Communities and Local Government (CLG) through a new version of Planning Policy Statement (PPS) 12 and the 2008 Planning Act. Spatial planning's role has become embedded into local governance structures and at all spatial scales it has become the key agent of delivery. Regional Strategies will replace Regional Spatial Strategies once the 2009 Local Democracy, Economic Development and Construction Bill is enacted. This also reinforces the role of sub-regional planning, implementation and delivery at all levels with an increasing engagement of public sector providers . The transition from development control to development management reinforces this shift to delivery. The 2008 Planning Act has created the Infrastructure Planning Commission (IPC) to deal with nationally significant planning applications.

The challenge for planning, as recognised by the NPF, is to ensure that those using the planning system and planners are aware of these changes and have the skills and knowledge to practice this integrated delivery role. This is recognised in the Manifesto for Change and the subsequent Action Plan which focuses on committing member bodies to manage these changes within their own organisations. This report has been commissioned to assess the progress that has been made by NPF member organisations, particularly those who made commitments in the Action Plan. Changes in the planning system continue, making this a dynamic process. Following this report, there will be a further report in spring 2010 that will focus on ways in which NPF organisations will further be able to commit their organisations to meet the changes in the spatial planning system.

3. Part 1: Background, approach and study method

Background

Since adopting the Manifesto for Change and its accompanying Action Plan in February 2009, the NPF has been committed to six monthly reviews of progress. This is the first. This study has been commissioned to monitor the take up of the commitments made in the Action Plan and also to identify ways in which monitoring the commitments of NPF organisations can be achieved more easily in the future. This report concentrates on the first part of this task that of identifying what has been achieved and discussed challenges and barriers to success. It also identifies further changes to the planning system and its operating environment, not least the ways in which the economic downturn and the full recognition of the impact of climate change have also influenced the actions of member organisations. Towards the end of this report, there is a discussion on the approaches that could be used to monitor change in the future and this will be further developed in the second report to be submitted in spring 2010.

In determining and evaluating the progress that has been made by NPF member organisations to implementing their Action Plan commitments, the study has to:

1. Identify what has been achieved;
2. Identify any barriers to progress;
3. Consider how these barriers might be addressed through a revised manifesto or similar NPF document; and
4. Suggest ways in which progress can be monitored in future so that actions can be properly evaluated.

3.1 Approach to the study

In commissioning this Report, NPF identified the following objectives:

1. To assess how far the Action Plan has been delivered to date and will be delivered over the coming twelve months in order to help drive delivery of the NFP Culture Change Manifesto and Action Plan;
2. To chase progress on the delivery of the Action Plan to see that action is taken and momentum maintained;
3. To check how far the Action Plan is still fit for purpose and any new directions to be signalled at this stage for consideration. It specified activities for a large number of organisations/institutions but is unclear how far activities will lead to desired outcomes. The purpose of monitoring therefore has to be to look to long term evaluation rather than simple monitoring of activities;
4. To identify the critical success factors for culture change so that these can inform the next set of commitments; and
5. To set up realistic ongoing monitoring reports. The Action Plan does not commit members to monitor the progress they are making towards the goals, including those member organisations that made specific commitments. It is unclear what monitoring the signatories are currently engaged in.

3.2 Study method

Stage 1:

The method adopted to underpin this report and its findings is as follows:

- § A desk-based review of the changes in the spatial planning system and its context since 2007, including other material on cultural change;
- § A 100% telephone interview survey with representatives of all NPF member bodies that made specific commitments in the Action Plan;
- § A cross-cutting analysis of the interviews;
- § An assessment of barriers and other issues related to implementation of the Action Plan;
- § A selective web-based review of other initiatives to promote the culture change agenda that NPF members have taken within their own organisations;
- § Discussion on the early findings with the NPF Executive in September 2009; and
- § Presentation of the inception report to NPF in October 2009.

Stage 2:

The second stage of work that will commence following the reception and discussion of this report is proposed to include:

- § Any potential revisions in the Manifesto in the light of changes 2007-2010;
- § The identification of critical success factors (CSF) for organisational change;
- § The adoption of these CSF factors into a set that can be used by NPF members;
- § An organisational self assessment of progress on these CSF on an agreed scale (e.g. 1-5);
- § An identification of any good practice or other means by which member organisations are overcoming challenges; and
- § Any further action that the NPF could undertake to promote planning responses to climate change.

4. Part 2: The manifesto and change action plan

The development of the NPF Manifesto for Change was informed by *Delivering Inspiring Places: the role and status of planning* that was prepared for the NPF by Janice Morphet, with Tony Burton and Laura Hughes in 2007. From this, the Manifesto for Change committed Forum members in July 2008 to:

- § Improving awareness by all stakeholders of the new approach to planning and their role in it;
- § Demystifying planning and linking it to corporate policy on programmes to ensure joined-up policy and delivery;
- § Getting the vision back into planning and helping to make the planning system less adversarial;
- § Ensuring that planning is viewed as a positive activity, characterised by a commitment to learning, understanding and improvement; and
- § Seeking out and highlighting examples of best practice.

The commitments were agreed by all Forum members in the Manifesto and set out in the Action Plan that was adopted in February 2009. In this the key commitments were developed into actions and grouped strategically under the following headings:

- § Understand and promote the role that planning plays in place shaping;
- § Appreciate the complexity of planning but simplify its procedures;
- § Remove the barriers to partnership working; and
- § Understand and promote the role that planning plays in place shaping.

Some of the commitments were agreed to be delivered by all 70 member organisations including:

- § Ensuring that all Forum member websites have up to date material on the new planning system plus links to other relevant web sites; and
- § Development of case studies and joint training and good practice activities between members.

Other commitments were addressed to specific sectors as set out in the Action Plan and shown in Appendix 1. There was a commitment to review progress made every six months and this report is the first review.

4.1 Delivery of the action plan

In identifying how the commitments of Forum members have been implemented, two types of analysis of the 100% telephone survey questionnaires have been undertaken. The first reviews the general findings and issues that have emerged from the interviews. The interview results have then been set out in a more cross cutting way that has enabled different sectoral perspectives to emerge. As part of the analysis of the interviews, some overriding issues have revealed themselves that need further consideration and can be seen to be important in the delivery of the Action Plan. As one of the key purposes of this report is to 'drive delivery', a number of suggestions are made throughout the next section for cross sectoral groups within the Forum to get together to address those issues which seem to be impeding delivery. These suggestions could be acted upon in the next period of the project to form the basis of Forum members' activity and monitoring in the future.

4.2 General findings of the web survey

In the Action Plan, a commitment was made by all members to:

1.1 ensure that all National Planning Forum websites contain up-to-date briefing material on the new planning system and the organisation's role in it, plus links to relevant websites with further information; and

1.2 co-operate on joint case studies of best practice and training both within and across sectors, providing inputs and holding joint events.

For this study, a web review of a high proportion of all member websites has been undertaken (over 80% across all sectors) to identify what progress has been made by all members contributing to meeting their commitment in 1.1. Also as part of this review, searching was undertaken for case studies to meet the commitments under 1.2, although it is appreciated that case studies may be available in different formats.

The web survey has found that at present, there is some explanation of the spatial planning system and the member organisations' role in it in only approximately 20% of member websites, and the majority of the NPF member websites with spatial planning content have focussed on aspects of it that are specific to their own organisations interests rather than how it works in the round. Although this is to be expected in many ways, it does not help the general understanding of the new system and the comments are left without any overall context to assist members of the organisations. The member websites that most fulfilled the website commitment were as follows, although none had yet fulfilled all the commitments:

- CABE
- Environment Agency
- PINS
- British Property Federation
- National Retail Planning Forum
- PAS
- POS
- POS(E)
- SEERA
- Law Society
- RSPB

The areas where some improvement could be considered to meet to commitments are:

- NPF to develop some model content on the spatial planning system and approach to web links that all members could use if they wished
- Increased front page 'tab' to spatial planning
- More links to other websites with further information
- Few, if any, websites identified the role of the organisation in spatial planning and how they were supporting their members' engagement within it

Case Studies

Some organisations such as PAS and CLG do have case studies on their websites but this may not represent the full effort of all. It is proposed that further work is undertaken on collecting available case studies for the next report with the assistance of the members.

SUGGESTION 1

That the NPF considers the web site commitment in more detail to assess whether it should provide more 'model' material that its members could tailor and use.

4.3 General findings from the interview survey

In this section some of the overarching findings from the interviews are set out and these comments are grouped within the key questions that were asked of the 19 organisations that were specifically interviewed for the study. These were specially addressed to all organisations to determine what progress that have made and what prospects they see for the future. The headings were:

1. Is there a developing view of what culture change means in planning and for the NPF?

Culture change in planning is now recognised as being a major factor in ensuring that planners are engaged in place shaping and changing attitudes to the whole planning system, particularly important for local authorities that now have to work across partnerships and more corporately to achieve the emerging focus on delivery.. Public sector bodies also need to work together in ways that focus on outcomes rather than processes. This means a different approach for planners and although focussed within the public sector, there are implications for the way in which other sectors understand these changes and communicate them to their clients and organisation members. This is seen to be a particular role for the private sector, where the focus of engagement may need to shift towards the executive leadership in local authorities and their partners. The culture change agenda is also seen to bring challenges to the NPF, moving it from being a 'sounding board' to a forum that is actively promoting and delivering these changes both through its members and the representations that it can make to its own and other bodies. The challenge of culture change is actively discussed in NPF meetings and it is likely to be a continuing topic of debate in the coming year.

2. What progress have you made in implementing the commitments that you have made?

The challenge of implementing culture change has been seen to be mainly through the development of staff. A number of organisations have engaged in staff development and training programmes that have enabled staff to understand the wider context in which they are now operating. Some organisations have culture change in planning as their main activity and they were able to report considerable levels of activity. The orientation towards culture change has also enabled a more open and receptive approach to other changes in the planning system as they have occurred and in some cases this has been communicated to partners and stakeholders through different expectations in ways of working.

Although all recognised that this was important, no organisation mentioned how implementing the culture change agenda had been measured. Some Forum member organisations have moved on in attempting to define skills sets for cultural change (HCA Academy) and PAS has recently published a review of its work in direct support of local authority planners and councillors which can be otherwise seen as delivering on this commitment, even if not explicitly undertaken for this purpose.

3. What impacts do you think that the commitments have made?

In making a commitment to actions that promote culture change it is not always easy to see what impact they have made. Some take longer to have an influence than others. Some NPF members interviewed in this study report that signing up to the commitments provided a focus in their organisations and gave them the means to introduce the wider remit of planning, which had not been recognised before. The commitment also helped to

demonstrate the interrelated nature of this culture change and that spatial planning now needs to work in different ways within and between organisations. Some Forum members reported a great sense of invigoration in the organisation that was stimulated by this widening of the planning agenda although one organisation responded that achieving change was like 'turning round a tanker'. Overall the experience of all Forum members who were interviewed was that the culture change is a positive one that has enabled them to work more broadly inside their own organisations.

4. Can any specific changes be identified?

Identifying any specific changes as the result of actions to promote culture change is more difficult. The time since the Action Plan was adopted in February 2009 is relatively short and some activities take longer to have an influence inside organisations. It can take both training and the development of different expectations to influence change. Some Forum members who were interviewed see the changes as 'more a trickle than a flood' but the broader understanding of change and the wider implications of spatial planning in partnerships working has been growing. In some cases this has led to improved working inside the organisation and also recognition of the role that other sectors such as the voluntary sector play in delivery. Forum members reported that they could see planning's role changing inside the organisation and this might be due to the delivery of commitments within a wider recognition of planning's role, particularly within the public sector.

5. Do you monitor or evaluate your actions?

In considering the effects of the culture change commitments inside the Forum's organisations there was some monitoring and evaluation in progress. Some organisations have specifically monitored their commitments either internally or externally and used this to generate more activities. In some organisations this is through normal business planning evaluation rather than any specific tracking of the NPF commitments. Several organisations had not undertaken any monitoring of the implementation of their commitments to date.

6. Have there been any significant difficulties or barriers that have been encountered?

Barriers to change are frequently easier to remember and capture than successes that can take time to come to fruition. The barriers identified by Forum members were in two broad groups. The first set of challenges or barriers relate to the issue that many of those engaged in planning, including planners and councillors, still do not understand the change that spatial planning brings. Although the words 'spatial planning' is used they frequently are seen to represent older, more policy and regulatory styles of planning than the delivery focussed, partnership led approaches required of spatial planning. Some said that the 'required culture for spatial planning still isn't in place' and that councillors need to understand this more. Of more concern was the view that practicing planners are 'still in the past' and don't see any need for change whilst others are still actively opposing spatial planning and wish to return to the pre-2004 system. These are important comments that reinforce the need for the culture change agenda and might also point to more action in the future to address these issues. It may explain slower progress in the preparation of LDFs for example which are at the forefront of spatial planning practice.

The second group of barriers relate to resources available to progress culture change including finance, staff and competing priorities. The changing pressures of workloads and more uncertainty about available staff are seen as being barriers to change although not in the commitment to change. These remain although there are potential opportunities to widen understanding of spatial planning throughout the whole organisation which might support resource allocation.

7. Will any of your committed actions be modified?

Although the Action Plan has been in place for less than a year, Forum members who have signed up to specific commitments were asked if they have any intentions to change or modify their actions within their own organisations. Although some felt that it is too early to do so, other organisations expected to make some changes, either to refine or develop them or to find ways of making a greater impact than currently. Some

organisations will do this internally whilst another will be using external evaluation and research to move this forward.

8. Are there any joined up actions that are being proposed?

Working with other organisations is a key component of spatial planning and organisations interviewed had some proposals for extending their own partnership working. In some cases, the focus of partnership working will be around the changed responses need for issues such as climate change or social cohesion. Others saw this as a commitment to more cross sectoral working or with other partners within the Forum. Finally there was perceived to be a need to move to partnership working as this is now required by the new spatial planning system and more effort needs to go into achieving this.

The progress towards achieving culture change is still firmly on the agenda of those organisations that committed to the Action Plan and a number considered that signing up to these commitments has provided a significant impetus to their own efforts in promoting culture change. In some cases, organisations can already see what else they need to do and have begun to change and extend their culture change work based on their experiences so far. In other organisations the sense is that it is too early to change or that any changes will be captured through wider organisational programmes. Inevitably the challenges faced in introducing culture change including barriers remain important and stand out in their clarity from these interviews. Overall it seems that despite all that has been undertaken there is still more effort needed to introduce spatial planning.

4.4 Sector findings

The overarching findings, as set out above, can also be considered in more detail by different sectors represented as members of the NPF. As one of the major concerns of spatial planning is working together, the perceptions of spatial planning and the changes that it might involve within each sector is pertinent to considering progress to achieving the underlying objective of the Action Plan, which is cultural change. In this section, the responses are analysed in more detail by sector and set within the context of each question.

1. Developing view of what culture change means

Culture change means different things to different people and organisations. It represents a need to achieve change by doing things differently, frequently changing the perspectives and informal operational frameworks that people use. Culture change is also used as a term when there are difficulties in achieving changes that are required and people and organisations are holding on to ways of doing things that are no longer fit for purpose. For some it means doing things differently in their own organisation whereas for others there is an understanding of a wider transformation across the sector. One of the Forum's members considered that the term 'culture change' is a problem in itself and wanted its use to be reconsidered.

When we look at the responses to this question by each sector, some of these issues emerge. All sectors see this change process for planning as being 'work in progress' and the changes that have been implemented since 2004 as not being fully realised. This demonstrates that the Forum's continuing role in promoting change is still needed. There is also little difference in the comments of all the agencies on this question.

Government and agencies

- § *As set out on the front page of the Action Plan – as relevant as ever*
- § *Part of a wider change in culture in local government generally to be more proactive*
- § *There has been a tendency for planning to be very process rather than outcome focussed*
- § *We have a new planning system but it's not delivering at the moment – need the change of culture*
- § *Planning should not be seen as an isolated function of local government*

§ *Plenty of people just don't want to know and an awful lot of local authorities, from member level, are pulling back quite hard from previous commitments – so still a long way to go*

§ *Trying to get the NPF to be more proactive and less of a sounding board*

Local government

§ *Spatial planning is not an isolated function but one which involves all*

Professions

§ *Not there yet in extracting planning from its unduly regulatory mindset*

§ *There is a need to encourage liaison and joint working between corporate policy and planning and that isn't happening - there is still a lot of frustration*

NGOs

§ *It should encompass whatever goes into making places*

§ *It should be seen as an agent for change for the better particularly for local government leaders*

Business

§ *Need to get people to perceive planning in a more positive way than they have done in the past*

§ *I am not sure there has been a lot of progress in getting planning to modernise*

Overall all Forum members want planning to be focussed on its main purpose on improving places and do that in ways that make it effective – working with other agencies and realising its potential. The major issue which emerges here as a barrier to planning's ability to respond to change is the perception that people have of it as being rule bound and focussed on regulation. Another is that local authority councillors do not see the full potential that it offers for their areas.

SUGGESTION 2:

That the Government and Local Government members of NPF discuss the issue of understanding of the role of the planning, local leadership and achieving integration.

SUGGESTION 3:

That the professions primarily concerned with planner training and development discuss the issue of lack of willingness to change and redouble their efforts to find ways in which training and development can provide what is needed.

2. Progress in implementing commitments

From a consideration of the more general issues associated with culture change, this question considers the activities that have been undertaken by Forum members as part of their specific commitments. These responses range over a variety of activities which each organisation has delivered as part of their own work and also towards achieving the culture change agenda. Its main focus is on training and outreach work, publications and other external communication.

Government and agencies

§ *Considerable work to train officers and elected members in local authorities – several hundred events in a year by various agencies including visiting speakers*

§ *Websites refreshed and electronic newsletters providing better information but still patchy*

§ *Implemented a more proportionate and focussed appeal service*

- § *Work ongoing at co-ordination of capacity building bodies*
- § *Very slow progress on inter-agency work to develop a network of their planners with joint training initiatives*
- § *RDAs much more involved in development planning through the Sub National Review and Single Regional Strategies – emphasis on structures needed at this stage and particularly strong examples in Yorkshire with the renaissance towns initiative.*
- § *Authorities see a perceived future demise of regional planning encouraging an anti-development position*
- § *Good practice guide for LSPs updated and published*
- § *Support package for core strategy DPDs on some 220 priority local authorities*
- § *RTPI award supported by CLG*
- § *Progress being made updating ATLAS guidance*
- § *Some agencies attempting to get involved with local planning authorities at an earlier visioning stage*
- § *Cross government narrative on role and purpose of planning for government departments too simplistic and/or not done*

Local government

- § *Progress on dev framework process slower than anyone would wish.*
- § *'Probity in Planning' guide published*
- § *'Planning Together 2' published*

Professions

- § *Websites updated with material relevant to culture change agenda*
- § *Seminars on changing planning system proceeding*
- § *Lifelong learning strategy for planners under development*
- § *RTPI instigated high priority action plan for climate change best practice*
- § *RTPI developing a learning space for blogging on what works with greater encouragement to innovate*
- § *Working with other stakeholders to co-brand a common gateway for easier access to planning guidance and good practice*

NGOs

- § *Workshop on the implementation of the planning act for NGOs completed*
- § *Timely pre-application advice on major developments affecting special protection areas ongoing*
- § *Training seminars and publications completely elaborating the whole concept of culture change and planning*

Business

- § *Lunchtime and other planning seminars proving a success with messages about desirability of early involvement and less confrontational style*

- § *Channels of contact enhanced between BPF and Planning Inspectorate, CLG exploring how best business sector can engage with plan-making*
- § *Twelve stakeholders working as a group to work out what needs to be done to improve training for development economics and funding secured to employ expert*
- § *No progress yet on internship/secondment scheme for student and local authority planners*
- § *Worked with BURA and ATLAS on social infrastructure – report expected*
- § *Trying to get other people – engineers – from within the organisation (8000 worldwide) to understand what planning is all about and see it in a more positive light – largely through a very well established intranet*
- § *The whole process has been somewhat sidelined because of the direct economic situation facing town centres*

These responses show a wide range of initiatives in supporting change, some crossing wide numbers of organisations, and there are examples of agencies working together. There are also barriers within the process. Some of the actions which are part of the change are serving to distance other parts of the system and this may remain until after the general election in 2010.

SUGGESTION 4:

That those NPF member organisations representing the employers of planners consider ways in which they can support the changes needed of planners in practice.

3. What has been the impact inside your organisation?

The impacts of implementing the Action Plan commitments inside Forum organisations have been varied. Given that the Action Plan was adopted in February 2009 it is possible that some of the actions have not yet worked their way through into organisational practice. The potential for effective change also depends on leadership and this is an area of activity that was not specifically identified in the Action Plan and could be an issue for the Forum to consider in the future. The overall senses of the responses to this question is that progress is slow and in some cases the expectation is that change will come from other organisations rather than within.

Government and agencies

- § *Better appreciation of the multi-dimensional approach that cuts across all sectors*
- § *There are signs that people are changing but its rather like turning a tanker – very slowly but surely – impact of some of the workshops and other support is positive*
- § *Better focus although many have been working at these things for many years*
- § *Impact being felt on staff training – but remember that the LDF support package is massive anyway*

Local Government

- § *Big demand for the ‘Probity in Planning’ document*

Professions

- § *More interaction than there used to be with CLG planners*

NGOs

- § *Don’t know what changes have been brought about*
- § *The more local one goes the less of an impact the culture change agenda has had*

Business

- § *Younger planners more aware of what aiming to achieve*
- § *There seems to be a greater willingness to participate around the table*

There seems to be a significant variation in perception between those organisations who produce planning and those who use it. The perceptions of Forum members who use planning seem to be more positive about the signs of change than those who work in organisations that practise planning. In some ways, the changed expectations of organisations that use planning can have a dynamic and positive effect on those who provide planning but there is still some way to go.

SUGGESTION 5:

That the NGO members of the Forum get together to identify what further development they need of their own membership to understand the integrated approaches to spatial planning and partnership methods of delivery, including the NGO role in Local Strategic Partnerships.

4. Specific changes identified as a result

Measuring change is always difficult, not least in identifying what has been as a result of conscious actions and what has been as a result of wider contextual changes. Forum members have not been able to report many specific changes as a result of their commitments set out in the Action Plan but all those reported are positive.

Government and agencies

- § *Evidence (unspecified) of greater awareness and more co-operative approach to delivery*
- § *Introduction of 21st century appeals service*
- § *Greater number of sound development plan documents examined*
- § *Only as yet a trickle of requests for support in implementing the new approach*
- § *About 75% of local authorities say they have changed a document as a result of a CABE workshop*

NGOs

- § *Our survey suggests an upsurge of interest by local councillors in LDFs, partly as a result of the culture change agenda*

Business

- § *Wider engagement with the planning world*

The difficulty of finding measurements for the degree of change that has been achieved following the implementation of commitments is not unique to considering culture change in planning. Measuring the impact of specific input measures can be difficult. In future, a more effective approach might be to consider the overall effects of all action that is being taken by considering outcomes. This is really the focus of activity and may provide an improved means of demonstrating how far organisations are embracing the culture change agenda.

5. Monitoring and evaluation

Monitoring and evaluation of the impact of implementing the commitment in the Action Plan may be too early to consider as the relatively few answers to this question demonstrate. It is also a relatively short period since February 2009 to see the impact of the kind of organisational changes expected. However, the general recording of uptake and type of interest can be a good way of identifying the extent to which the change agenda for planning is being realised.

Government and agencies

- § *The Advisory Panel on Standards for the Planning Inspectorate (APOS) monitor all planning inspectorate work for quality*
- § *Internal impact assessment for the PAS*
- § *CLG is monitored on how it is supporting priority local planning authorities*
- § *Feedback forms for events*

Business

- § *We're recording the amount of coverage that is coming through from our website and regional meetings*

These few responses again suggest that a shift to a measurement of outcomes may be more suitable to monitor change even if it is not possible to identify which specific initiatives had an effect.

SUGGESTION 6:

That the monitoring of the Forum' Culture change action Plan is shifted to outcomes that help to identify how far member organisations are mobilising to achieve change.

6. Difficulties encountered

Achieving cultural change is a difficult and challenging activity and it is frequently easier to see the barriers to change than to celebrate what has been achieved. There is some unanimity amongst Forum members that the barriers to change and lie in local government. Very often central government and its agencies have expressed the changing role of planning to local authorities and are frustrated that this has often not been picked up. However any communication of this kind needs to be seen in a wider context and needs to be communicated to councillors and chief executives, not only planners. It is unlikely that local authority planners will be responsible for allocating resources so there is a need to influence those who can make these decisions and this might call for a more integrated approach to the issue from Government departments and Agencies. There may also be issues of style to consider – 'told' is part of an old language and is not conducive to culture change in others and suggest a need for more internal change as well.

Government and agencies

- § *Most of the negativity comes from under-skilled, under-resourced local planning authorities*
- § *Local authority political base generally in opposition to the policies of central government is particularly bad at the moment*
- § *Difficult to get councillors to understand the role that planning plays on a corporate strategic level – to get them to recognise what planning can do for them*
- § *Planning not being a mainstream activity of RDAs*
- § *The term 'culture change' is not always helpful*
- § *Despite government having told local government for quite a long time now that planning is actually central to their activities. It's not seen in that way in a lot of places'*
- § *Would like to do more workshops than one a month but resources not there –CABE*

Local government

- § *Getting the attention of senior leaders to communicate the message is always hard work – difficult to target an audience that is outside the planning world*

Professions

- § *It's a tough time for people in local government having to battle all their issues – difficult to get people involved*

NGOs

- § *Barriers are resources and an outdated understanding of planning*

Business

- § *If we had more money and internal support we'd have been able to do more but there just isn't the capacity*

if the key barriers are seen to reside in local government then this might be an area to focus on further, although there are agencies such as PAS and ATLAS that are already undertaking and expanding their roles, and are increasingly focussed on the whole of local government in order to influence how planning is perceived and the wider understanding of its role. If this is achieved it may still lead to issues concerning the attitudes of planners which are presented as negative through these interviews. This might be an issue for the professions members of the Forum to consider in more detail in the future.

SUGGESTION 7:

That the Professions members of the NPF get together to consider what leadership they can provide to encourage a more positive approach to change from professional planners as part of this study and their ideas are fed back in the Phase 2 report.

SUGGESTION 8:

That the NPF works harder to involve local government leaders in understanding the benefits that more proactive planning can bring to all their authorities' work.

7 Proposed modifications to original actions

Reviewing the commitments and taking on further actions to promote change are identified in two different ways. For some organisations, changes in the structure and responsibilities of the sector require more change and will enable a more integrated role to be pursued. For other organisations, an understanding of the barriers and challenges of change means that they see the need to respond in different ways in order to have more impact.

Government and agencies

- § *We need to be more specific in the outcomes that we think we will achieve*
- § *We might remove the commitment to commissioning and disseminating evidence-based research because its difficult to deliver although probably still a good idea*
- § *We will review the awards and the actions on the LDF delivery work*
- § *An increased role in helping the HCA deal with planning aspects of the single conversation*

Local government

- § *More engagement with the Planning Inspectorate and CLG on how we can remove the barriers to faster progress with development frameworks and on what regional planning means for local authorities – we need to make sure frameworks can take on a new expanded role or think about alternatives.*

Professions

- § *We are going to step up a gear and tackle the people who don't want to change – there's not enough action*

Business

- § *We have investigated the secondment scheme and found it's not possible at the moment but that doesn't mean we can't look at it again in the future – we need to achieve it*
- § *We would like to do a lot more – its going to take a while to change entrenched attitudes*

8. Development of other actions

Considering new actions to promote culture change in spatial planning is focussed in two ways. The first, unsurprisingly, is the new concern to improve action on climate change and the responding to the economic situation. This provides an override to many organisations and their thinking about the future of planning. Responding to these new major issues also makes the success of planning system and in responding to these changes even more important whether this be through reviewing how the overall system works or how different parts of the system work together. A number of comments here suggest that it is the 'language' of planning that creates some of the difficulties in communication and understanding. Planning can be guilty of using its own 'language' although it also has to recognise that complexity in planning reflects the scale of its influence and the impact that it has on the economy. As planners become more integrated into wider governance systems their language might also start to change.

Government and agencies

- § *We are working with the NPF on making mediation more practical to see if that would assist in promoting positive planning*
- § *We will look at the Planning Inspectorate's role in the development plan system*
- § *Further down the road the RDAs when we come into more direct contact with leader boards and new working groups more specific actions could result*
- § *Greater buy in on the climate change delivery agenda*
- § *More work on streamlining the planning system*

Local government

- § *We have a long way to go to simplify the language we talk to non-planners in – so we will be updating and thinking of new actions*

Professions

- § *Agricultural consultants will be focussing on the economy, the environment and social cohesion and turning them into positive actions*

NGOs

- § *Work on how we plan for renewable energy that deals with the problem of cultural resistance to particular technologies*

Business

- § *Applying foresight techniques to spatial planning to help bring the vision back into planning*
- § *If we could do more case studies in less technical language I think it would help*

SUGGESTION 9

That each member of the Forum prepares one case study of the impact that culture change is having in their organisation that the NPF could publish on its website.

9. The impact expected from these actions

Rather than responding to the impact that the revised actions will have on spatial planning, Forum members still seem to be identifying the issues and what needs to be done in their responses to this question. Although some views relate to the need to address the changing agenda on climate change and the economic situation, more are focussing on what needs to be done to embed the system as a whole, and this focus is primarily on delivery.. Forum members are looking for a more proactive approach to planning and for greater integration at the local level.

Government and agencies

- § *Assist in the movement towards understanding of spatial planning and therefore the development of an effective plan-led system which in itself would reduce the area of conflict and fewer disputes at appeal*
- § *Just a more proactive way of planning*
- § *Help the planning system respond to economic recovery, sustainable development and climate change*

Local government

- § *Raise the profile and understanding of planning and why it needs to be at the heart of corporate activity*

Professions

- § *A much improved liaison and communication between partnership organisations. Development management and policy including most importantly with councillors*
- § *More understanding between private practice and planning in the public sector*

NGOs

- § *Changing government policy and the way it is implemented locally*

Business

- § *Internally to have a workforce that sees the bigger picture and is therefore better equipped to do whatever they are asked to do*
- § *It might help a change of pace – there are rules and regulations that have to be followed, so balancing that against progression and more openness is quite a tough call*

SUGGESTION 10:

That those Forum members who have some responsibilities for those delivering the planning system within its wider local governance context e.g. CLG and LGA consider ways in which together they can undertake further action to reinforce the centrality of planning within the wider local government agenda.

SUGGESTION 11:

That the Professions members of the Forum consider what actions they may need to take to provide appropriate leadership and support for their members in the light of these comments.

10. Other organisations directly affect the implementation of the listed outcomes

The delivery of the planning process involves all members of the Forum and the responses to this question illustrate this. This question directly relates to other bodies included and it seems that all have a role to play.

Government and agencies

- § *All the people that are involved in the planning process including lobby groups*

- § *All the RDA work involves joint working with partners*
- § *Primarily it's the local authorities*
- § *There's probably a list of key stakeholders two pages long*

Local government

- § *The other members of the NPF are really key – the more we work together the better*

Professions

- § *The Architects Registration Board has an increasingly high profile in monitoring how architects keep up to date with practice*
- § *Universities for the planning education learning outcomes*

Business

- § *The wider audience within the organisations*
- § *HM Treasury hold the purse strings and so are relevant to changes we want to bring about*
- § *A lot of shopping centre bodies are involved*

SUGGESTION 12:

That the Forum considers which issues need wider government support to achieve successful culture change and put them to CLG and other government departments, if this is appropriate.

11. Actions expected to end of Dec 09

In the immediate short term all Forum members that signed up for the Action Plan are engaged in numerous individual activities particularly publishing reports and holding events of different types. This more specific question suggests that more activity is being undertaken than perhaps is immediately considered although there is less assessment of its overall impact.

Government and agencies

- § *Dissemination from the Planning Inspectorate on how the system is working and what constitutes best practice*
- § *Deliver an extensive range of local authority seminars and exercise to increase the number of dev plan documents coming through the system*
- § *Three more PAS case studies which share best practice*
- § *More CABE workshops and a possibly producing a DVD*
- § *Seeking ways to improve delivery regarding local development frameworks*
- § *More focussed delivery on skills training – CLG*

Local government

- § *Holding a conference for local authorities on regional spatial strategy and the role of local planning*
- § *Working with CLG and the Planning Inspectorate to revisit why progress has been slow and to see what can be done to improve the situation*

Professions

- § *We would like to have platform seminars with partner organisations in regional areas – inviting the head of development and management, chief executive of the authority and maybe committee members – getting them to engage*

NGOs

- § *Planning ahead for a potential change of government next year as this could have major implications for the planning system and we need to continue to promote positive spatial planning*

Business

- § *More seminars related to planning*
- § *A brief for economic training*
- § *Deliver the work the BPF is doing with ATLAS*
- § *Try to tease out good examples of town centre planning to add to the debate*

4.5 General comments

Some general points from member organisations characterise both the commitment for change and the frustration that their organisations feel:

- § *I'd really welcome the sense of our not ploughing our own furrow*
- § *What we are keen to do is to work with those who've signed up to the NPF – so the membership of the NPF are the key stakeholders in respect of our actions*
- § *The NPF is a well kept secret – it doesn't do much to promote itself – if it was better resourced it could carry the message which is a very powerful one to a much bigger audience*
- § *Mediation is a commonly used word now but it's very important*
- § *In culture change we've been trying to get planning in the heart of local government*
- § *Trying to work things out in a professional way, rather than through the legal system*

5. Part 3: Changes in planning since 2008

Since 2007, two critical challenges that planning has to address with some urgency have emerged.

1. **Economic downturn:** the economic downturn is now the focus of considerable effort to encourage recovery. Much of this is being led by public investment and works which lie within a planning framework. There is a challenge to ensure that assumptions about reductions in private sector investment do not lead to presumptions of immediate reductions in public sector investment and planning's role can be central in this;
2. **Climate Change:** the full role of planning in mitigating and adapting for climate change is still being developed and understood. The RTPI's seven commitments on climate change together with its action plan is one example of an approach to action and over time this will undoubtedly need more development as understanding improves of what can be effective action, and can be joined by other organisations acting in a similar way.

It is evident from recent government policy initiatives and other current activities such as the 2009 Local Democracy etc Bill that planning's role in delivery is central in the economy and in adapting to meet the challenges of climate change. The past two years have seen a downturn in private sector investment whilst the capital expenditure in the public sector is higher than at any time, although this will be reduced down to 2003 levels by 2016. The importance of planning's role to businesses, communities and individuals has been strengthened and it now lies at the heart of local governance and initiatives to promote the economic upturn. On climate change, the establishment of a new Government Department for Energy and Climate Change (DECC) has focussed attention on the major issues and commitments that the Government has made to promote necessary adaptation at local level. The planning system is at the front line of this issue.

The scale of these challenges requires all those engaged in planning activity to remain fully aware of the range of reforms and the opportunities that lie within them. Inevitably, it will mean that many organisations are more aware of some parts of the reforms than others, based on their own specific interest and not be aware of the changing picture overall. The scale of change in the English planning system places even greater emphasis on the role of the NPF in providing leadership to those using and delivering the planning system.

The opportunity to review the Change Action Plan commitments is therefore timely and necessary. It can provide an opportunity for NPF to realign its understanding of the English planning system in the light of these changes and to further develop the leadership task that it has both within member organisations and in planning as a whole.

5.1 Changes in the policy context

Since the original preparation of the report, *Delivering Inspiring Places - The Role and Status of Planning*, and some of the final work on the Change Action Plan, there have been numerous additional policy initiatives in the delivery of spatial planning which we review here. It is important to recognise that spatial planning is an encompassing approach to delivery which is now at the heart of local governance and investment processes. This therefore requires a more integrated approach across all local authority departments and related government agencies, health and utilities. These changes in this arena in England since 2007 include:

- § Publication of PPS 12 – 'Local Spatial Planning' - June 2008 with its significant emphasis on delivery and comprehensive infrastructure planning and coordination
- § Publication of 'Creating Strong, Safe and Prosperous Communities' in July 2008 by CLG which identifies the clear role and leadership of Local Strategic Partnerships (LSPs) which are responsible for developing and driving Sustainable Community Strategies and Local Area Agreements (LAAs). They

also have responsibility for the oversight and alignment of resources, performance management, consultation and scrutiny in the local authority area.

- § Publication of the Community Infrastructure Levy proposals (August 2008). This will be a capital cost payable by developers towards the cost of local and sub-regional infrastructure to support development.
- § Publication of the new proposals for single regional strategies and regional delivery programmes (Feb 2009)
- § Local Area Agreements (LAAs) commenced and to be delivered through LDF (April 2009)
- § 13 Multi-Area Agreements (MAAs) – signed or being developed
- § 2 City Region Governance pilots launched in Manchester and Leeds (April 2009)
- § Publication of arrangements for Local Spending Reports (April 2009)
- § Publication of the Bichard review of operational efficiency (April 2009) and introduction of Total Place pilots with budgets that map flows of public spending in local areas and make links between services to identify where public money can be spent more effectively
- § Publication of 'Planning Together' April 2009 – a guide focussed on the strategic leadership role of local authorities
- § Use of single evidence base including data and consultation across for each local authority including evidence from partners, scrutinies etc from April 2009
- § The use of the Joint Strategic Needs Assessment (JSNA) as the single basis of population and needs data at the local level
- § Introduction of Comprehensive Area Assessment (to be renamed One Place from December 2009)
- § Steps Approach to infrastructure planning and delivery for LSPs and LAs published by PAS
- § RICS commissioned guide to spatial planning for the Planning and Development (P and D) division
- § Publication of arrangements for Housing and Planning Delivery Grant
- § Planning Act 2008
- § Killian Pretty Review on householder consents
- § Establishment of the Infrastructure Planning Commission for national infrastructure projects
- § Lessons Learned – a second report on LDFs published by PINS in September 2009. Each county and unitary authority will have a new economic assessment duty from 2010 that will need to be delivered through the LDF
- § Infrastructure Delivery Plan (IDP) pilot project being rolled out with leadership from LSPs, City Governance and Total Place pilots as well as LDF leads supported by PAS
- § Creation of the Homes and Communities Agency and the introduction of Single Conversations at the local level which will be focussed on LDFs
- § Publication of Local Transport Plan 3 Guidance from the Department for Transport which focuses transport projects on the LDF
- § Establishment of Regional Select Committees

5.2 What have been the successes of the last two years?

Since 2007, a great deal has been done to inform and advise planning organisations and services about the changes that have been introduced since 2004. The publication of the revised version of PPS 12 has been a significant boost to understanding and this has been supplemented through a variety of means including training, publication of support material and clearer messages. There have also been changes in the responsibilities of LSPs and now the message is being made directly to Chief Executive in local authorities and other organisations through the Total Place initiative.

During this two year period each of NPF's member organisations have needed to consider the implications of both the changes in the operating environment of planning as they have affected their own activities and to address the commitments that they made in the NPF 2008 Culture Change Plan. It will be important to capture these actions as well as achievement of the formal commitments in the manifesto.

5.3 What are the current barriers to success?

Although much progress has been made, there still remain some barriers to success which have been identified in the interviews at this stage of the study. At the outset these appear to be:

Systemic

- § Is the continued expectation of change creating a 'do nothing' approach as more change is always on the way?
- § How far is the date of the next General Election having an effect on slowing down the response to change due to uncertainty? (although some of this turbulence is now being settled through bi-partisan approaches)
- § Will the additional measures being implemented to support spatial planning from September 2009 be enough to reinforce the changes in the system?
- § How is change being measured? Are hard output measures enough? Would there be better engagement if outcome measures are emphasised instead?

Corporate

- § Need leadership from the top ie chief executive/chairman, leader and portfolio holder – how this going to be encouraged and achieved? Who needs to be engaged?
- § Have other Government Department communicated the changed role of spatial planning at local level to their services and agencies so that they can fully engage in this approach in a corporate way e.g. health, children's services, transport, utilities, police, fire and rescue, MOD, courts, prisons, Universities?
- § Need to appreciate planning's delivery role across all sectors – are all sectors up to speed with the changes and the implications for their own processes and outcomes?
- § Need to see spatial planning as a key component of the delivery of the local vision and approach to change/improvement
- § Operational senior managers in all organisations involved with service delivery need to be aware of the delivery role of spatial planning
- § Need to provide a corporate lead and support

Organisational

- § Need to engage a wider group of service professionals e.g. those working with children, education, social care, health
- § Need to work across the LSP
- § Private sector involvement essential
- § Need to develop more integrated internal processes to support this approach – this will also be required for the single conversation

Professional

- § Ensuring that planners qualified before 2004 are on top of the new system – across all sectors
- § Need to learn to work with others and not as a separate approach
- § Need to acquire new and updated hard skills e.g. development funding, project management
- § Need to develop new soft skills e.g. working with partners
- § Need to develop new knowledge of the way in which other operational services deliver
- § Planners in the private sector need to develop their client's understanding of the new processes

5.4 Implications for NPF

NPF member organisations will be engaged in developing approaches to both of these key challenges and the development of a new cultural change action plan will need to keep these centrally in view. Within the NPF, there are also some challenges to consider in addressing these issues including:

- § Clarity of the NPFs role - what can it do successfully? What should it leave for others?
- § Should the NPF seek to build consensus on how these issues are tackled or should it represent a range of opinion from within its membership?
- § Does the NPF have a picture of what a good planning system would look like and how it can be operated? What would success look like?
- § How can supportive and complementary actions be developed between NPF members in growing its effectiveness and maturity?
- § How can change be monitored more successfully and be used to inform NPF members and the wider planning community?

For the NPF this gives rise to a number of further questions on the leadership that it can provide nationally and from within its own member organisations. These questions need to be explored in the second stage of the study and include:

- § What leadership can the NPF provide on the role of the planning system in the twin challenges of achieving economic recovery and adapting to climate change?
- § If the NPF is to provide this leadership, how far is it important for the NPF to be able to communicate planning's role in a clear way based on this now more modern understanding of planning's place in delivery?

- § How are NPF's members responsive to the twin challenges?
- § Can the NPF demonstrate exemplary practices within its own organisation?
- § How are NPF members dealing with the requirements for changing skills sets?
- § Can the NPF produce case studies within member organisations that demonstrate good practice and can still confidence in the planning system's ability to deliver?
- § Can the NPF create a shared agenda for planning across the sector?
- § How far can the NPF identify gaps and problems in the planning system that can be put to Government?

As part of the NPF's work it has commissioned a report from Mike Hayes, *Fit for Purpose Spatial Planning* that will be a major contributor to the future work on culture change. The report, which has been developed by the Forum's Futures Group and has been agreed by all its members, identified the role of planning as being:

- § Achieving sustainability
- § Tackling climate change
- § Place-making
- § Environmental protection and enhancement
- § Business development and improved economic performance
- § Achieving a step change in housing supply
- § Delivering a wide range of infrastructure
- § Delivering high quality design outcomes
- § Achieving a step change in integrated service delivery at local level

Fit for Purpose identified key priorities for spatial planning at all levels - from national to local - as sound strategy, quality, effectiveness, delivery and stability. It concentrates on the scope and content of planning, whilst the Action Plan is focussed on the organisational changes needed to deliver the changing requirements of planning and as such they will fit together. The issues that emerge for this Action Plan from *Fit for Purpose* will be addressed in the spring 2010 report which follows this.

6. Part 4: Conclusions

Progress so far in delivering the action plan

The work underpinning this report demonstrates that progress in delivering the Action Plan has been considerable particularly by individual Forum members who made specific commitments and this is set out above. The survey has also shown that a number of key challenges remain and there are suggestions in this report about how they might be addressed. Planning operates within a dynamic context and part of its role will always be the need to respond to wider changes in governance, the market and environmental priorities. All three are important and change is active in each of them. Planners need the skills and attributes to address these challenges but, as some of the responses in this report have identified, they also need the will. This is more difficult to deal with and one where leadership on all sides is required.

In the coming period until spring 2010, the Forum will be reviewing its own approach to planning through its *Fit for Purpose* review and as this develops its diagnosis and priorities can be considered as part of the future role of the Action Plan.

Looking forward to the next report in Spring 2010

In the second phase of the project, there will be an emphasis on identifying critical success factors for cultural change and a self assessment approach that will be focussed on outcomes rather than inputs. To this end we make twelve specific suggestions and it is also hoped that all NPF members will participate in a base line assessment of their own position of cultural change issues in January/ February 2010 that can feed into the next report. This will be based on a perception on a scale rather than absolute measures. One of the purposes of this study is to drive more delivery and this will also be considered at the next stage based on some of the discussion that it is hoped will take place following the agreement of the suggestions in this report. Finally, the next report will identify ways in which there can be a more self-managed approach to monitoring change.

7. References and sources of information

The Planning Inspectorate

Local development frameworks: examining development plan documents - soundness guidance. 2nd ed

The Planning Inspectorate, Room 3/05 Kite Wing, Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6PN

2009 Pages: 8 Price: na ISBN/CAIRS No:

Sets out non-statutory guidance for local planning authorities and all those involved in the development plan document (DPD) examination process in England. Identifies the documentation that should be submitted in relation to all DPDs. Outlines the approach to be taken to assess whether a DPD has been prepared in accordance with legislative requirements and establish whether it is sound. Provides an indication of the questions the inspector will consider when deciding whether the DPD is justified, effective and consistent with national policy. Clarifies the guidance in relation to Strategic Environmental Assessment.

Communities and Local Government (CLG)

Impact assessment: Planning Act 2008 - town and country planning

Department for Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU

2009 Pages: 220 Price: na ISBN/CAIRS No: 978140981209

Presents the findings of the impact assessment of the Planning Act, which comprises separate impact assessments which deal with the separate costs and benefits of a specific measure of the Act. Covers improvements to the **Local development framework** process, statutory measures adopted to help address climate change, alterations made to the planning application process to improve efficiency and improvements to the appeal process. Provides for each area examined in the assessment: summaries of interventions and options, and analysis and evidence; an outline of the evidence base for the summary sheets; and a description of specific impact tests that have been carried out.

Communities and Local Government

Progress report on gypsy and traveller policy

Communities and Local Government Publications, PO Box 26, Wetherby West Yorkshire LS23 7NB

2009 Pages: 29 Price: na ISBN/CAIRS No: 9781409816577

Provides an annual overview of government policy on increasing site provision and measures available to address unauthorised encampment and development in response to 'The road ahead: final report of the Independent Task Group on Site Provision and Enforcement for Gypsies and Travellers' published in 2007 (PLANEX Ref. B7063). Describes the scale of need and the number of Gypsy and Traveller caravans on authorised and unauthorised sites. Looks at local authorities' progress in the development of Gypsy and Traveller Accommodation Assessments, and in planning for sites in **Local development frameworks**. Assesses the number of applications for Gypsy and Traveller sites and the percentage of appeals granted. Outlines progress regarding guidance on tackling unauthorised developments and anti-social behaviour. Outlines the responsibilities of the Homes and Communities Agency and examines funding for new pitches. Discusses site design, site management, and security of tenure. Looks at evidence of the health status of Gypsies and Travellers, access to health care and funding for health projects. Includes information on the role of the Pacesetters Programme in raising awareness of health needs. Examines policies to improve the educational outcomes for Gypsy, Roma, Traveller (GRT) children, specifically the GRT Achievement Programme and the E learning and Mobility Programme (ELAMP). See also 'Gypsy and traveller site management: good practice guide' PLANEX Ref. B12760.

Baker, Mark; Hincks, Stephen

Infrastructure delivery and spatial planning: the case of English local development frameworks, IN Town Planning Review, Vol 80 No 2 2009, pp173-199

Journal article.

2009 Pages: 27 Price: ISBN/CAIRS No:

Examines the delivery of infrastructure requirements related to the plan-making **Local development framework** (LDF) process in England. Reports the findings of a study into the practical matters related to the delivery of infrastructure as part of LDF implementation. Looks at the background to plan implementation and infrastructure delivery. Analyses LDF infrastructure content and explores the issues raised using four case studies from Ashford, Liverpool, Redcar and Cleveland, and Walker Riverside in Newcastle upon Tyne. Reveals that there is a significant gap between government expectations and current practice.

Morphet, Janice

A Steps approach to infrastructure planning and delivery

Improvement and Development Agency, 76-86 Turnmill Street, London EC1M 5LG

2009 Pages: 31 Price: na ISBN/CAIRS No:

Describes the applications of the Steps approach for infrastructure delivery and how to use the approach in this area. Defines infrastructure planning, suggests why it is important and gives advice on how to achieve an integrated approach in an infrastructure delivery plan. Describes the strategic role of infrastructure planning, the implications of the **local development framework** and how the approach ties in with the Council Infrastructure Levy. Lists available supporting material. Outlines the key steps: vision/policy context; governance; evidence gathering; standards and deficits; infrastructure delivery plan; validation; and delivery. Describes each step in detail, breaking it down into sub-steps.

Communities and Local Government

Planning together: updated practical guide for local strategic partnerships and planners

Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU

2009 Pages: 37 Price: na ISBN/CAIRS No: 9781409811770

Presents a practical guide focusing on the strategic leadership role of local authorities working through local strategic partnerships (LSPs) and the planning system to shape good places and deliver quality services. Highlights the work already underway in many councils to bring planning and strategic departments together in a more co-ordinated and integrated way. Identifies actions to improve collaboration between the planning functions of local authorities and the work of LSPs, such as: taking a corporate approach to planning and partnership, a move to joint consultation and engagement processes, developing a shared evidence base, and combining performance monitoring across the local area agreement (LAA) and **local development framework** (LDF). Includes a brief guide to the components involved in local government and planning responsibilities for place shaping.

Spatial Planning and the Planning Act 2008

Department for Communities and Local Government

Planning Act 2008: consultation on examination procedures for nationally significant infrastructure projects

Department for Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU

2009 Pages: 173 Price: na ISBN/CAIRS No: 9781409816072

Invites views on proposed regulations and guidance documents that set out the procedures for examinations on nationally significant infrastructure projects, fees that will be payable to the Infrastructure Planning Commission (IPC) when an application for development consent is made, and on matters that the IPC should take into account of in any decisions to make an order granting development consent. Contains consultation questions.

Department for Communities and Local Government

Planning Act 2008: guidance on pre-application consultation

Department for Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU
2009 Pages: 27 Price: na ISBN/CAIRS No: 9781409818373

Aims to guide promoters of nationally significant projects as to how the new pre-application requirements should be fulfilled, inform the Infrastructure Planning Commission as to what is expected of promoters at this stage, and explain how the new system is expected to operate. Focuses on who should be consulted and how, when consultation should take place, and what should happen following the consultation period.

Communities and Local Government

Greater flexibility for planning permissions: consultation

Communities and Local Government

2009 Pages: 44 Price: na ISBN/CAIRS No: 9781409815341

Sets out the government's proposals for changes to the planning system to allow time limits for implementation of extant planning permissions to be extended. Sets out proposals to address the Killian Pretty recommendations for a proportionate and graded approach to making minor material amendments to development proposals after permission has been granted as in cases where a new application is not justified, coming under s.73 of the Town and Country Planning Act 1990. Deals with the commencement and operation s.190 of the **Planning Act 2008** (introducing s.96 of the Town and Country Planning Act 1990) which provides a mechanism for making non-material amendments to planning permissions. Consultation ends on 13 August 2009.

Hector, Kevin

Planning for recovery

British Chambers of Commerce, 65 Petty France, St James's Park, London SW1H 9EU

2009 Pages: 15 Price: na ISBN/CAIRS No:

Assesses the shortcomings of the town and country planning system in the UK. Argues that there is too much uncertainty, risk and delay in the current planning system and that this has a negative impact on development and the broader economy, industry and businesses. Addresses recent and upcoming government reforms which seek to improve the planning system at all levels, including the **Planning Act 2008** (PLANEX No B11218), the Sub-National Review of Economic Development and Regeneration (SNR) (PLANEX No B5396) and the Killian Pretty Review of the planning application process (PLANEX No B10566). Suggests that these reforms offer the potential for improving how well the current system operates provided they are implemented effectively, but further practical changes are needed. Sets out a series of additional reforms, which if implemented effectively in full, would enable the planning system to be able to best weather the current economic storm and support economic recovery when it comes.

Bircham Dyson Bell LLP

Planning Act 2008: development consent orders for national infrastructure projects

Bircham Dyson Bell LLP, 50 Broadway London, London SW1H 0BL

2009 Pages: 8 Price: na ISBN/CAIRS No:

Explains that the **Planning Act 2008** introduces a new system for the approval of infrastructure projects of national significance in England and Wales. Looks in turn at the Act's key elements, including the designation of a series of National Policy Statements; the creation of the new and independent Infrastructure Planning Commission; and the introduction of the Development Consent Order to replace the range of consents required for such projects.

Communities and Local Government

Planning Act 2008: consultation on the pre-application consultation and application procedures for nationally significant infrastructure projects

Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU
2009 Pages: 152 Price: na ISBN/CAIRS No: 9781409812814

Presents a consultation on a suite of draft secondary legislation (regulations) and guidance documents that, together, act as a guide to the procedures which applicants for nationally significant infrastructure projects will be required to follow before submitting an application to the Infrastructure Planning Committee (IPC), and what the content of such applications should consist of. Seeks to ensure that the draft regulations and guidance documents reflect what is needed to implement the relevant parts of the **Planning Act 2008**. Coverage includes how the **Planning Act 2008** is being implemented, an explanation of the consultation documents and a list of consultation questions.

Department for Communities and Local Government

Planning Act 2008: consultation on a list of statutory consultees for National Policy Statements

Department for Communities and Local Government Publications, PO Box 236, Wetherby, West Yorkshire LS23 7NB
2009 Pages: 21 Price: na ISBN/CAIRS No: 9781409810766

Presents a guide to the **Planning Act 2008** and its main purpose and provisions, and explains how the Act's provisions on nationally significant infrastructure are being implemented. Focuses on those regulations which set out the statutory consultees which the Secretary of State must consult before designating a document as a NPS (National Policy Statement) or updating a NPS. Includes consultation questions designed to ensure that the list of statutory consultees is appropriate.

Anon.

Planning Act 2008: chapter 29

TSO, PO Box 29, Norwich NR3 1GN
2008 Pages: 193 Price: na ISBN/CAIRS No:

Makes provisions for the establishment of the Infrastructure Commission and its functions, matters concerning the authorisation and development of nationally significant infrastructure, and concerning the imposition of a Community Infrastructure Levy. Addresses a wide range of issues including national policy statements, different types of nationally significant infrastructure projects, requirements for development consent, applications for orders granting development consent, enforcement, and changes related to the development consent regime.

Anon.

Explanatory notes to Planning Act 2008: chapter 29

TSO, PO Box 29, Norwich NR3 1GN
2008 Pages: 51 Price: na ISBN/CAIRS No:

Explains that the Act creates a new system of development consent for nationally significant infrastructure projects, with a major role being played by the new Infrastructure Planning Commission. Sets out the structure of the Act and provides commentary on detailed elements of the legislation which includes: definition of a national policy statement, the requirement for development consent for nationally significant infrastructure, application procedures for the granting of development consent, the pre-application consultation process, and how the granting of development consent will be handled by the Infrastructure Planning Commission.

Infrastructure Planning Commission

Department for Communities and Local Government

Guidance on associated development: applications to the Infrastructure Planning Commission

Department for Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU
2009 Pages: 15 Price: na ISBN/CAIRS No: 9781409818397

Introduces the new system of development consent for nationally significant infrastructure projects, which includes the establishment of a new body responsible for examining applications for development consent. Sets out the principles behind, and examples of, associated development.

Department for Communities and Local Government

Infrastructure Planning Commission implementation: route map

Department for Communities and Local Government Publications, PO Box 236, Wetherby, West Yorkshire LS23 7NB
2009 Pages: 13 Price: na ISBN/CAIRS No: 9781409810889

Sets out how the Government proposes to implement the new single consent planning regime for major infrastructure projects. Looks at what needs to be done to establish the new regime and outlines the role of the new Infrastructure Planning Commission, and explains when there will be opportunities for promoters, local authorities and other interested parties to contribute to the development of the new processes. Discusses the various packages of statutory instruments and guidance documents and the relationship of National Policy Statements to the work of the Commission. Includes details of the implementation timetable and transitional arrangements.

Saint Consulting

2009 UK Saint Index: Headline Results

Saint Consulting

2009 Pages: 8 Price: na ISBN/CAIRS No:

Presents the results of research which sought to examine the extent of NIMBY-ism and public attitudes towards developments in the UK. Provides an overview of statistics relating to the change in levels of NIMBYism in the different regions of the UK. Highlights attitudes towards developments in light of the current economic recession. Discusses research findings relating to active opposition, the tactics used to oppose development, the type of projects most frequently opposed and the reasons for opposition. Looks at attitudes towards approval ratings. Presents results on support for developments and the most favoured types of development. Looks at results relating to perceptions of central government, eco-towns, the London airport expansion, the **Infrastructure Planning Commission** and the Community Infrastructure Levy. Discusses perceptions of local government, including the local council and public consultation. Looks at development by sector: grocery; offices; casinos; residential; energy; aggregates; and waste.

8. Appendix A: Culture Change Action Plan 2009

National Planning Forum: Inspiring planning

NATIONAL PLANNING FORUM CULTURE CHANGE ACTION PLAN 2009

“Culture change is not about seeking short term results but rather investing in securing big change over the long term.” Achieving Culture Change: A Policy Framework, Cabinet Office Strategy Unit, January 2008

1. Planning needs to be more visionary, plans need to meet the objectives of many organisations not just local authorities, and planning needs to be at the heart of delivery if it is to secure the long term economic, social and environmental progress of every area for the benefit of its people.
2. The planning system and the issues it has to address are changing, and planners need to change if they are to remain relevant. As planners we must positively embrace the central role being given to planning in managing change. This is a huge task for everyone in planning, including all the organisations involved in the National Planning Forum (NPF) - Central Government Agencies, Local Government, Business, the built and land use Professions, and Non-Governmental Organisations.
3. Our work on culture change was informed by the report “Delivering Inspiring Places: the Role and Status of Planning” by Janice Morphet, with Tony Burton and Laura Hughes of IDOX plc. The ‘Manifesto for Change’ derived from this and published in July 2008 committed Forum members to:
 - improving awareness by all stakeholders of the new approach to planning and their role in it;
 - demystifying planning and linking it to corporate policy and programmes to ensure joined-up policy and delivery;
 - getting the vision back into planning and helping to make the planning system less adversarial;
 - ensuring that planning is viewed as a positive activity, characterised by a commitment to learning, understanding and improvement; and
 - seeking out and highlighting examples of best practice.
4. Signing up to our Manifesto was only the first step for NPF members and their commitment to help deliver more sustainable and inspiring places. As actions speak louder than words, the NPF undertook to produce specific actions for each sector. The resulting Action Plan will help us to nurture and create places of which future generations can be proud.
5. All member organisations of the NPF pledge to continue to change in line with the Manifesto commitments and to undertake the individual organisation actions identified in this Action Plan. We will continue to check the impact of our Manifesto by monitoring the impact of the Action Plan and reporting on progress every six months.

NATIONAL PLANNING FORUM CULTURE CHANGE ACTION PLAN 2009

STRATEGIC ACTION	SPECIFIC ACTIONS	BY WHOM & WHEN	MEASURE	AGREED ACTIONS
> Understand and promote the role that planning plays in place shaping				
1. Improve awareness by all stakeholders of the new approach to planning and their role in it	1.1 Ensure all National Planning Forum members' web-sites contain up-to-date briefing material on the new planning system and the organisation's role in it, plus links to relevant web-sites with further information	All + National Planning Forum Secretary by 06/2009	Evidence of an increased number of professionals, Members, the development community and members of the public with an improved understanding of the new planning system	<p><i>Association of Town Centre Managers - prepare and disseminate a layman's guide to the planning system for all partnership members</i></p> <p><i>British Institute of Agricultural Consultants - ensure the Rural Planning Division web-site contains up-to-date briefing material on the new planning system.</i></p> <p><i>British Property Federation - update web-site to include information about spatial planning and links to relevant web-sites such as the National Planning Forum, Royal Town Planning Institute</i></p> <p><i>Commonwealth Association of Planners - distribute this Action Plan to all its members</i></p> <p><i>Homes and Communities Agency/Advisory Service on Large Applications (ATLAS) - update ATLAS Guide web-site to promote and signpost best practice re spatial planning/ development management from across all sectors and development community</i></p> <p><i>Local Government Association - publicise "Planning at the heart of local government" (July 2008) on their Planning web-page</i></p> <p><i>Natural England - update website to include information on Natural England's role in spatial planning and links to relevant websites</i></p> <p><i>Planning Inspectorate - use their electronic Newsletter and web-site to provide better information on their role in planning</i></p> <p><i>Royal Society for the Protection of Birds - use their web-site to inform members about the planning system, including links to the 'Take Action for Wildlife' campaign</i></p>
	1.2 Co-operate on joint case studies, dissemination of best practice and training both within and across sectors, providing inputs and holding joint events	All by 10/2009	Number of instances of cooperation achieved, and evidence of its impact	<p><i>Association of Consultant Architects -</i></p> <ul style="list-style-type: none"> <i>(i) hold regular planning policy and law update seminars for architect members,</i> <i>(ii) collect and collate evidence of good and bad practice for onward transmission to Government,</i> <i>(iii) participate in planning practice consultations, working groups etc for Communities and Local Government and its advisors,</i> <i>(iv) establish a Task Force with the Royal Institute of British Architects and others to consider responses to the recession</i> <p><i>Arup - hold internal planning law seminars</i></p> <p><i>British Property Federation - explore with relevant Government Agencies and Planning Advisory Service holding seminars for members on best practice for planning</i></p> <p><i>Communities and Local Government -</i></p> <ul style="list-style-type: none"> <i>(i) provide speakers to support others in raising awareness of their role in the planning system,</i> <i>(ii) support the Environment Agency in establishing a network of Government Agency Planners, and in setting up a job shadowing scheme with local government</i> <p><i>Environment Agency - establish:</i></p> <ul style="list-style-type: none"> <i>(i) a network of planners in Government Agencies to exchange ideas and improve practice,</i> <i>(ii) a job shadowing scheme with local government; and</i> <i>(iii) encourage technical development frameworks for staff training on the Environment Agency model in other Government Agencies</i> <p><i>Homes and Communities Agency/Advisory Service on Large Applications - provide speakers for relevant events to promote quality of process and scheme outcomes in the handling of larger scale development</i></p> <p><i>Natural England -</i></p> <ul style="list-style-type: none"> <i>(i) work with the Environment Agency and other Government Agencies to develop network of planners and progress joint training initiatives,</i> <i>(ii) develop capacity of Natural England staff on spatial planning</i> <p><i>Planning Advisory Service - investigate producing joint case studies of best practice that tell the same story from different perspectives</i></p> <p><i>Planning Inspectorate -</i></p>

NATIONAL PLANNING FORUM CULTURE CHANGE ACTION PLAN 2009

STRATEGIC ACTION	SPECIFIC ACTIONS	BY WHOM & WHEN	MEASURE	AGREED ACTIONS
				<p>(i) continue extensive ongoing training of inspectors in the Local Development Framework process,</p> <p>(ii) provide speakers to support others in raising awareness of their role in the planning system,</p> <p>(iii) provide more effective feedback of the outcomes of appeals, Development Plan Document and Regional Spatial Strategy examinations (quality of outcomes as well as process), and</p> <p>(iv) provide information on quality outcomes in its Annual Report</p> <p>Royal Society for the Protection of Birds -</p> <p>(i) provide relevant and timely information to planners through the bi-annual publication "Conservation Planner",</p> <p>(ii) provide speakers on conservation and planning issues to Royal Town Planning Institute and other events, and</p> <p>(iii) build capacity of own and other non-governmental organisation staff on planning and environmental assessment issues</p> <p>Town and Country Planning Association - launch a new public planning education initiative</p>
➤ Appreciate the complexity of planning but simplify its procedures				
2. Demystify planning and link it to corporate policy and programmes to ensure joined-up policy and delivery	2.1 Identify means of reflecting Planning policy at Departmental and delivery levels including Cabinet, Treasury and Government Agencies	Communities and Local Government/ Government Agencies by 06/2009	Evidence of improved understanding of planning across Government Departments and Agencies	Communities and Local Government - prepare a narrative on the role and purpose of planning for colleagues in their own and other government departments Homes and Communities Agency/Advisory Service on Large Applications- establish team operating principles within the Homes and Community Agency including the promotion of quality outcomes through good spatial planning and development management approach
	2.2 Ensure that the Cabinet member with responsibility for planning delivery works with the Local Area Agreement and new performance framework and ensures integration between plan-making and development management	Local Government by 06/2009	Proportion of councils where this is in place	Homes and Communities Agency/Advisory Service on Large Applications - through its project work with local planning authorities ensure that appropriate corporate and Member engagement is achieved in delivery of the desired development outcomes Planning Advisory Service - use its case studies (in Let's Stick Together - overcoming barriers to joint Local Development Framework preparation) to illustrate the benefits of working across administrative and functional boundaries
➤ Remove the barriers to partnership working				
3. Get the vision back into planning and help to make the planning system less adversarial	3.1 Work openly and transparently with the Local Strategic Partnership to develop a vision for each area that links with the LDF and delivery plan	Local Govt, Govt Agencies, Private sector, 3rd sector by 10/2009	Evidence from reports on Local Development Framework examinations; joint working on Area Action Plans - local authorities and developers	Communities and Local Government - (i) fund an update of the good practice guide for Local Strategic Partnerships and planners 'Planning Together', and (ii) implement a support package for local planning authorities where Local Development Framework delivery is a particular priority Local Government Association - prepare 'Planning Together' with Communities and Local Government Planning Inspectorate - identify examples of good practice including where it is aware of joint and partnership working leading to quality outcomes Regional Development Agencies Network- (i) set in place a new approach to collaborative working with local authorities to develop, implement and monitor strategic planning policy, (ii) commission and promote the dissemination of evidence based research and master planning to support the development of strategic and local planning policy
	3.2 Engage early in policy and spatial plan-making, and pre-design pre-application	Communities and Local Government, Local	Proportion of Development Plan Documents that are found to be sound;	British Property Federation - maintain regular channel of contact with the Planning Inspectorate; work with them, Communities and Local Government and its members to explore how best the business sector can engage with plan-making

STRATEGIC ACTION	SPECIFIC ACTIONS	BY WHOM & WHEN	MEASURE	AGREED ACTIONS
	discussions to achieve consensual outcomes that integrate social, economic and environmental objectives, drawing on all available expert knowledge	Government, Private sector, 3rd sector by 06/2009	change in rate of refusal of planning permission on applications for which pre-application advice was given	<p><i>Commission on Architecture and the Built Environment - undertake workshops with local authorities and government offices - in conjunction with the Planning Advisory Service and Government Agencies - to encourage a place-making approach in Core Strategy documents and disseminate key lessons and best practice from the workshops to a wider audience (linked to Action 1.2)</i></p> <p><i>Communities and Local Government - increase its engagement with the awards process including judging</i></p> <p><i>Homes and Communities Agency/Advisory Service on Large Applications - through its project dissemination activity promote collaborative working practices and robust pre-application discussions and in particular the use of Planning Performance Agreements</i></p> <p><i>Local Government Association - prepare a Probity in Planning guide</i></p> <p><i>Natural England - engage in early stages of plan making and pre-application discussions on proposals with significant impacts on natural environment</i></p> <p><i>Planning Inspectorate - apply more proportionate processes to appeals and continue to evolve an 'inquisitorial' Development Plan Document examination process</i></p> <p><i>Royal Society for the Protection of Birds - where requested, provide timely pre-application advice on all major developments affecting Special Protection Areas</i></p>
➤ Provide support to enable planning to be effective				
4. Ensure that planning is viewed as a positive activity, characterised by a commitment to learning, understanding and improvement	4.1 Improve planners' skills in particular in delivering sustainable development, development finance, managing people, resources and programmes in initial and continuing professional planning education	Professions by 6/2009	Demonstrable impact on planning practice reflected in advice to members and/or clients, reports, Appeal documents and evidence of positive media coverage	<p><i>British Property Federation - (i) in conjunction with other stakeholders explore the idea of establishing a training module on development economics; (ii) investigate the feasibility of creating a system by which members are able to offer a structured internship/ secondment scheme to planning students and/or local authority planners</i></p> <p><i>Royal Town Planning Institute - link with other Professional Institutions to improve training for planners and related professions</i></p>
➤ Devise ways of showing what planning can achieve				
5. Seek out and highlight examples of best practice	5.1 Widen the scope and effectiveness of knowledge transfer to include best practice from Awards and other sources	Planning Advisory Service, Planning Portal, Commission for Architecture and the Built Environment by 10/2009	More accessible, linked sources of best practice advice (plan-making and project delivery) that have a measurable impact on planning practice	<p><i>Association of Consultant Architects - highlight knowledge transfer and best practice examples in their Newsletter and Council meetings</i></p> <p><i>Association of Town Centre Managers - consider featuring plan-led activity in their internal awards process</i></p> <p><i>British Property Federation - where research is commissioned which is relevant to planning we will consider if there are other stakeholders that we can partner with to achieve wider and more effective dissemination. For example, we are currently proposing to work with the British Urban Regeneration Association and the Advisory Service on Large Applications to produce a best practice guide on the provision of social infrastructure</i></p> <p><i>Homes and Communities Agency/Advisory Service on Large Applications - support appropriate collaborative research/ dissemination with other stakeholders and use the Advisory Service on Large Applications Guide web-site to signpost best practice</i></p> <p><i>Planning Inspectorate - educational role to be developed and enhanced</i></p> <p><i>Royal Town Planning Institute - develop a web-based resource of best practice examples</i></p>
	5.2 Celebrate Planning achievement involving excellence in joined up cross-sectoral working via a new Award	National Planning Forum by 10/2009	Successful launch of the Award	<p><i>National Planning Forum - investigate the practicalities and initiate an Award</i></p>



9. Appendix B: Survey questions

1. First of all we would like you to tell us what you consider the culture change agenda to be – what in your view is included. Please also tell us whether and how your view has changed since 2007.
2. Going over the commitments you signed up for in the Manifesto for Change Action Plan, what progress has your organisations made in implementing them?
3. What impact do you think the commitments have had?
4. Can any changes be identified?
5. Is there any system of monitoring and evaluation for your actions? If so, please provide details.
6. What difficulties, if any, have you encountered? Have any significant barriers been identified?
7. Do you propose any modifications to your original actions and if so, why?
8. Have you developed, or are you thinking of developing, any other actions in relation to spatial planning and the required culture change across many sectors?
9. What impact are you expecting these actions to have?
10. What other organisations directly affect the implementation or outcome of your listed actions?
11. What actions are you expecting to make over the next six months to the end of December 2009

10. Appendix C: List of interviews

Alice Lester	Planning Advisory Service
Andy Rogers	Association of Consulting Architects
Barry Davies	British Institute of Agricultural Consultants
Caroline Green	Local Government Association
Chris Hollins	Association of Town Centre Managers
Corinne Swain	Arup
Geoff Brown	RDA Network
Gideon Amos	Town and Country Planning Association
Jo Russell	Natural England
John Anderson	Commonwealth Association of Planners
Jonathan Seager	British Property Federation
Katrine Sporle	Planning Inspectorate
Kay Powell	National Planning Forum
Ruth Marshall	Communities and Local Government
Rynd Smith	Royal Town Planning Institute
Sarah Burgess	Commission on Architecture and the Built Environment
Simon Birch	Environment Agency
Simon Leask	Homes and Communities Agency
Simon Marsh	Royal Society for the Protection of Birds
Steve Quartermain	Communities and Local Government