

Appendix 1

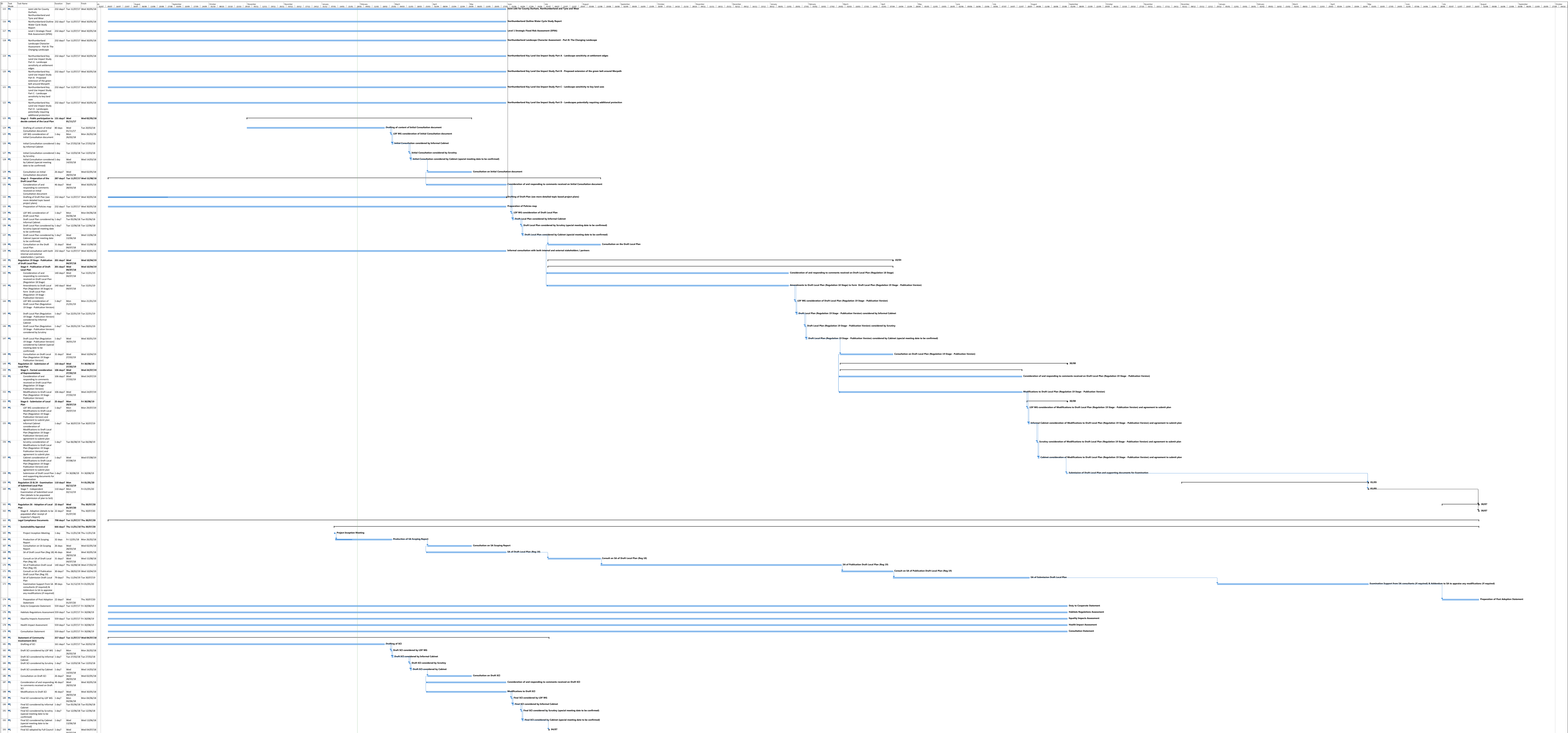
Northumberland Local Plan timetable and key milestones

Northumberland Local Plan Timetable and Key Milestones									
LDS 2017-2020			Detailed Project Plan with dates for Key Milestones for LP Regulations						
(approved 23 November 2017)			(as per current detailed project plan)						
Stage	Date		Key Milestones	Date					
Plan Preparation (Regulation 18) Evidence base work and informal consultation Initial consultation in early Spring 2018 Consultation on draft Local Plan	Summer 2017 - Summer 2018 Summer 2017 to Summer 2018 Early Spring 2018 Summer 2018		Plan Preparation (Regulation 18) - Initial informal consultation in early Spring 2018	Late March to early May 2018					
Publication of Draft Local Plan (Regulation 19)	Winter 2018		Plan Preparation (Regulation 18) - Consultation on draft Local Plan	July to August 2018					
Submission of Local Plan (Regulation 22)	Summer 2019		Publication of Draft Local Plan (Regulation 19)	End of Feb 2019 to beg of April 2019					
Examination	Winter 2019		Submission of Local Plan (Regulation 22)	August 2019					
Adoption	Summer 2020		Examination	December 2019 to May 2020					
			Adoption	July 2020					
			Detailed Project Plan with dates Key Milestones for LP Regulations, consideration of reps and amendments to LP and Committee approval dates etc						
			(as per current detailed project plan)						
			Key Milestones	Date					
			Plan Preparation (Regulation 18) - Initial informal consultation in early Spring 2018	Late March to early May 2018					
			Consideration of and responding to representations on initial consultation and amendments to LP	Late March to end of May 2018					
			Draft Local Plan through Committee process	Early June 2018					
			Plan Preparation (Regulation 18) - Consultation on draft Local Plan	July to August 2018					
			Consideration of and responding to representations on draft LP consultation and amendments to LP	July 2018 to January 2019					
			Reg 19 Local Plan through Committee process	Late January 2019					
			Publication of Draft Local Plan (Regulation 19)	End of Feb 2019 to beg of April 2019					
			Consideration of and responding to representations on Reg 19 LP consultation and amendments to LP	End of Feb 2019 to end of July 2019					
			Reg 22 Submission Local Plan through Committee process	End of July 2019 to beg August 2019					
			Submission of Local Plan (Regulation 22)	August 2019					
			Examination	December 2019 to May 2020					
			Adoption	July 2020					

Appendix 2

Northumberland Local Plan project plan (as at 30 January 2018)

Task ID	Task Name	Start Date	End Date	Status	Assignee	Category	Parent Task	Sub-Task	Notes	Dependencies	Comments
1	Task 1: Initial Setup	2023-01-01	2023-01-05	Completed	John Doe	Project Setup			Initial setup completed successfully.		
2	Task 2: Data Collection	2023-01-06	2023-01-10	In Progress	Jane Smith	Data Collection	Task 1		Data collection in progress.	Task 1	
3	Task 3: Data Analysis	2023-01-11	2023-01-15	Not Started	John Doe	Data Analysis	Task 2		Data analysis to be started.	Task 2	
4	Task 4: Report Generation	2023-01-16	2023-01-20	Not Started	Jane Smith	Report Generation	Task 3		Report generation to be started.	Task 3	
5	Task 5: Final Review	2023-01-21	2023-01-25	Not Started	John Doe	Final Review	Task 4		Final review to be started.	Task 4	
6	Task 6: Project Completion	2023-01-26	2023-01-30	Not Started	Jane Smith	Project Completion	Task 5		Project completion to be started.	Task 5	
7	Task 7: Post-Project Analysis	2023-01-31	2023-02-05	Not Started	John Doe	Post-Project Analysis	Task 6		Post-project analysis to be started.	Task 6	
8	Task 8: Project Archiving	2023-02-06	2023-02-10	Not Started	Jane Smith	Project Archiving	Task 7		Project archiving to be started.	Task 7	
9	Task 9: Project Evaluation	2023-02-11	2023-02-15	Not Started	John Doe	Project Evaluation	Task 8		Project evaluation to be started.	Task 8	
10	Task 10: Project Reporting	2023-02-16	2023-02-20	Not Started	Jane Smith	Project Reporting	Task 9		Project reporting to be started.	Task 9	
11	Task 11: Project Documentation	2023-02-21	2023-02-25	Not Started	John Doe	Project Documentation	Task 10		Project documentation to be started.	Task 10	
12	Task 12: Project Handover	2023-02-26	2023-03-01	Not Started	Jane Smith	Project Handover	Task 11		Project handover to be started.	Task 11	
13	Task 13: Project Closure	2023-03-02	2023-03-05	Not Started	John Doe	Project Closure	Task 12		Project closure to be started.	Task 12	
14	Task 14: Project Review Meeting	2023-03-06	2023-03-10	Not Started	Jane Smith	Project Review Meeting	Task 13		Project review meeting to be started.	Task 13	
15	Task 15: Project Final Report	2023-03-11	2023-03-15	Not Started	John Doe	Project Final Report	Task 14		Project final report to be started.	Task 14	
16	Task 16: Project Archiving	2023-03-16	2023-03-20	Not Started	Jane Smith	Project Archiving	Task 15		Project archiving to be started.	Task 15	
17	Task 17: Project Evaluation	2023-03-21	2023-03-25	Not Started	John Doe	Project Evaluation	Task 16		Project evaluation to be started.	Task 16	
18	Task 18: Project Reporting	2023-03-26	2023-03-30	Not Started	Jane Smith	Project Reporting	Task 17		Project reporting to be started.	Task 17	
19	Task 19: Project Documentation	2023-03-31	2023-04-05	Not Started	John Doe	Project Documentation	Task 18		Project documentation to be started.	Task 18	
20	Task 20: Project Handover	2023-04-06	2023-04-10	Not Started	Jane Smith	Project Handover	Task 19		Project handover to be started.	Task 19	
21	Task 21: Project Closure	2023-04-11	2023-04-15	Not Started	John Doe	Project Closure	Task 20		Project closure to be started.	Task 20	
22	Task 22: Project Review Meeting	2023-04-16	2023-04-20	Not Started	Jane Smith	Project Review Meeting	Task 21		Project review meeting to be started.	Task 21	
23	Task 23: Project Final Report	2023-04-21	2023-04-25	Not Started	John Doe	Project Final Report	Task 22		Project final report to be started.	Task 22	
24	Task 24: Project Archiving	2023-04-26	2023-04-30	Not Started	Jane Smith	Project Archiving	Task 23		Project archiving to be started.	Task 23	
25	Task 25: Project Evaluation	2023-05-01	2023-05-05	Not Started	John Doe	Project Evaluation	Task 24		Project evaluation to be started.	Task 24	
26	Task 26: Project Reporting	2023-05-06	2023-05-10	Not Started	Jane Smith	Project Reporting	Task 25		Project reporting to be started.	Task 25	
27	Task 27: Project Documentation	2023-05-11	2023-05-15	Not Started	John Doe	Project Documentation	Task 26		Project documentation to be started.	Task 26	
28	Task 28: Project Handover	2023-05-16	2023-05-20	Not Started	Jane Smith	Project Handover	Task 27		Project handover to be started.	Task 27	
29	Task 29: Project Closure	2023-05-21	2023-05-25	Not Started	John Doe	Project Closure	Task 28		Project closure to be started.	Task 28	
30	Task 30: Project Review Meeting	2023-05-26	2023-05-30	Not Started	Jane Smith	Project Review Meeting	Task 29		Project review meeting to be started.	Task 29	
31	Task 31: Project Final Report	2023-05-31	2023-06-05	Not Started	John Doe	Project Final Report	Task 30		Project final report to be started.	Task 30	
32	Task 32: Project Archiving	2023-06-06	2023-06-10	Not Started	Jane Smith	Project Archiving	Task 31		Project archiving to be started.	Task 31	
33	Task 33: Project Evaluation	2023-06-11	2023-06-15	Not Started	John Doe	Project Evaluation	Task 32		Project evaluation to be started.	Task 32	
34	Task 34: Project Reporting	2023-06-16	2023-06-20	Not Started	Jane Smith	Project Reporting	Task 33		Project reporting to be started.	Task 33	
35	Task 35: Project Documentation	2023-06-21	2023-06-25	Not Started	John Doe	Project Documentation	Task 34		Project documentation to be started.	Task 34	
36	Task 36: Project Handover	2023-06-26	2023-06-30	Not Started	Jane Smith	Project Handover	Task 35		Project handover to be started.	Task 35	
37	Task 37: Project Closure	2023-07-01	2023-07-05	Not Started	John Doe	Project Closure	Task 36		Project closure to be started.	Task 36	
38	Task 38: Project Review Meeting	2023-07-06	2023-07-10	Not Started	Jane Smith	Project Review Meeting	Task 37		Project review meeting to be started.	Task 37	
39	Task 39: Project Final Report	2023-07-11	2023-07-15	Not Started	John Doe	Project Final Report	Task 38		Project final report to be started.	Task 38	
40	Task 40: Project Archiving	2023-07-16	2023-07-20	Not Started	Jane Smith	Project Archiving	Task 39		Project archiving to be started.	Task 39	
41	Task 41: Project Evaluation	2023-07-21	2023-07-25	Not Started	John Doe	Project Evaluation	Task 40		Project evaluation to be started.	Task 40	
42	Task 42: Project Reporting	2023-07-26	2023-07-30	Not Started	Jane Smith	Project Reporting	Task 41		Project reporting to be started.	Task 41	
43	Task 43: Project Documentation	2023-07-31	2023-08-05	Not Started	John Doe	Project Documentation	Task 42		Project documentation to be started.	Task 42	
44	Task 44: Project Handover	2023-08-06	2023-08-10	Not Started	Jane Smith	Project Handover	Task 43		Project handover to be started.	Task 43	
45	Task 45: Project Closure	2023-08-11	2023-08-15	Not Started	John Doe	Project Closure	Task 44		Project closure to be started.	Task 44	
46	Task 46: Project Review Meeting	2023-08-16	2023-08-20	Not Started	Jane Smith	Project Review Meeting	Task 45		Project review meeting to be started.	Task 45	
47	Task 47: Project Final Report	2023-08-21	2023-08-25	Not Started	John Doe	Project Final Report	Task 46		Project final report to be started.	Task 46	
48	Task 48: Project Archiving	2023-08-26	2023-08-30	Not Started	Jane Smith	Project Archiving	Task 47		Project archiving to be started.	Task 47	
49	Task 49: Project Evaluation	2023-08-31	2023-09-05	Not Started	John Doe	Project Evaluation	Task 48		Project evaluation to be started.	Task 48	
50	Task 50: Project Reporting	2023-09-06	2023-09-10	Not Started	Jane Smith	Project Reporting	Task 49		Project reporting to be started.	Task 49	
51	Task 51: Project Documentation	2023-09-11	2023-09-15	Not Started	John Doe	Project Documentation	Task 50		Project documentation to be started.	Task 50	
52	Task 52: Project Handover	2023-09-16	2023-09-20	Not Started	Jane Smith	Project Handover	Task 51		Project handover to be started.	Task 51	
53	Task 53: Project Closure	2023-09-21	2023-09-25	Not Started	John Doe	Project Closure	Task 52		Project closure to be started.	Task 52	
54	Task 54: Project Review Meeting	2023-09-26	2023-09-30	Not Started	Jane Smith	Project Review Meeting	Task 53		Project review meeting to be started.	Task 53	
55	Task 55: Project Final Report	2023-09-31	2023-10-05	Not Started	John Doe	Project Final Report	Task 54		Project final report to be started.	Task 54	
56	Task 56: Project Archiving	2023-10-06	2023-10-10	Not Started	Jane Smith	Project Archiving	Task 55		Project archiving to be started.	Task 55	
57	Task 57: Project Evaluation	2023-10-11	2023-10-15	Not Started	John Doe	Project Evaluation	Task 56		Project evaluation to be started.	Task 56	
58	Task 58: Project Reporting	2023-10-16	2023-10-20	Not Started	Jane Smith	Project Reporting	Task 57		Project reporting to be started.	Task 57	
59	Task 59: Project Documentation	2023-10-21	2023-10-25	Not Started	John Doe	Project Documentation	Task 58		Project documentation to be started.	Task 58	
60	Task 60: Project Handover	2023-10-26	2023-10-30	Not Started	Jane Smith	Project Handover	Task 59		Project handover to be started.	Task 59	
61	Task 61: Project Closure	2023-10-31	2023-11-05	Not Started	John Doe	Project Closure	Task 60		Project closure to be started.	Task 60	
62	Task 62: Project Review Meeting	2023-11-06	2023-11-10	Not Started	Jane Smith	Project Review Meeting	Task 61		Project review meeting to be started.	Task 61	
63	Task 63: Project Final Report	2023-11-11	2023-11-15	Not Started	John Doe	Project Final Report	Task 62		Project final report to be started.	Task 62	
64	Task 64: Project Archiving	2023-11-16	2023-11-20	Not Started	Jane Smith	Project Archiving	Task 63		Project archiving to be started.	Task 63	
65	Task 65: Project Evaluation	2023-11-21	2023-11-25	Not Started	John Doe	Project Evaluation	Task 64		Project evaluation to be started.	Task 64	
66	Task 66: Project Reporting	2023-11-26	2023-11-30	Not Started	Jane Smith	Project Reporting	Task 65		Project reporting to be started.	Task 65	
67	Task 67: Project Documentation	2023-11-31	2023-12-05	Not Started	John Doe	Project Documentation	Task 66		Project documentation to be started.	Task 66	
68	Task 68: Project Handover	2023-12-06	2023-12-10	Not Started	Jane Smith	Project Handover	Task 67		Project handover to be started.	Task 67	
69	Task 69: Project Closure	2023-12-11	2023-12-15	Not Started	John Doe	Project Closure	Task 68		Project closure to be started.	Task 68	
70	Task 70: Project Review Meeting	2023-12-16	2023-12-20	Not Started	Jane Smith	Project Review Meeting	Task 69		Project review meeting to be started.	Task 69	
71	Task 71: Project Final Report	2023-12-21	2023-12-25	Not Started	John Doe	Project Final Report	Task 70		Project final report to be started.	Task 70	
72	Task 72: Project Archiving	2023-12-26	2023-12-30	Not Started	Jane Smith	Project Archiving	Task 71		Project archiving to be started.	Task 71	
73	Task 73: Project Evaluation	2024-01-01	2024-01-05	Not Started	John Doe	Project Evaluation	Task 72		Project evaluation to be started.	Task 72	
74	Task 74: Project Reporting	2024-01-06	2024-01-10	Not Started	Jane Smith	Project Reporting	Task 73		Project reporting to be started.	Task 73	
75	Task 75: Project Documentation	2024-01-11	2024-01-15	Not Started	John Doe	Project Documentation	Task 74		Project documentation to be started.	Task 74	
76	Task 76: Project Handover	2024-01-16	2024-01-20	Not Started	Jane Smith	Project Handover	Task 75		Project handover to be started.	Task 75	
77	Task 77: Project Closure	2024-01-21	2024-01-25	Not Started	John Doe	Project Closure	Task 76		Project closure to be started.	Task 76	
78	Task 78: Project Review Meeting	2024-01-26	2024-01-30	Not Started	Jane Smith	Project Review Meeting	Task 77		Project review meeting to be started.	Task 77	
79	Task 79: Project Final Report	2024-01-31	2024-02-05	Not Started	John Doe	Project Final Report	Task 78		Project final report to be started.	Task 78	
80	Task 80: Project Archiving	2024-02-06	2024-02-10	Not Started	Jane Smith	Project Archiving	Task 79		Project archiving to be started.	Task 79	
81	Task 81: Project Evaluation	2024-02-11	2024-02-15	Not Started	John Doe	Project Evaluation	Task 80		Project evaluation to be started.	Task 80	
82	Task 82: Project Reporting	2024-02-16	2024-02-20	Not Started	Jane Smith	Project Reporting	Task 81		Project reporting to be started.	Task 81	
83	Task 83: Project Documentation	2024-02-21	2024-02-25	Not Started	John Doe	Project Documentation	Task 82		Project documentation to be started.	Task 82	
84	Task 84: Project Handover	2024-02-26	2024-03-01	Not Started	Jane Smith	Project Handover	Task 83		Project handover to be started.	Task 83	
85	Task 85: Project Closure	2024-03-02	2024-03-05	Not Started	John Doe	Project Closure	Task 84		Project closure to be started.	Task 84	
86	Task 86: Project Review Meeting	2024-03-06	2024-03-10	Not Started	Jane Smith	Project Review Meeting	Task 85		Project review meeting to be started.	Task 85	
87	Task 87: Project Final Report	2024-03-11	2024-03-15	Not Started	John Doe	Project Final Report	Task 86		Project final report to be started.	Task 86	
88	Task 88: Project Archiving	2024-03-16	2024-03-20	Not Started	Jane Smith	Project Archiving	Task 87		Project archiving to be started.	Task 87	
89	Task 89: Project Evaluation	2024-03-21	2024-03-25	Not Started	John Doe	Project Evaluation	Task 88		Project evaluation to be started.	Task 88	
90	Task 90: Project Reporting	2024-03-26	2024-03-30	Not Started	Jane Smith	Project Reporting	Task 89		Project reporting to be started.	Task 89	
91	Task 91: Project Documentation	2024-03-31	2024-04-05	Not Started	John Doe	Project Documentation	Task 90		Project documentation to be started.	Task 90	
92	Task 92: Project Handover	2024-04-06	2024-04-10	Not Started	Jane Smith	Project Handover	Task 91		Project handover to be started.	Task 91	
93	Task 93: Project Closure	2024-04-11	2024-04-15	Not Started	John Doe	Project Closure	Task 92		Project closure to be started.	Task 92	
94	Task 94: Project Review Meeting	2024-04-16	2024-04-20	Not Started	Jane Smith	Project Review Meeting	Task 93		Project review meeting to be started.	Task 93	
95	Task 95: Project Final Report	2024-04-21	2024-04-25	Not Started	John Doe	Project Final Report	Task 94		Project final report to be started.	Task 94	
96	Task 96: Project Archiving	2024-04-26	2024-04-30	Not Started	Jane Smith	Project Archiving	Task 95		Project archiving to be started.	Task 95	
97	Task 97: Project Evaluation	2024-05-01	2024-05-05	Not Started	John Doe	Project Evaluation	Task 96		Project evaluation to be started.	Task 96	
98	Task 98: Project Reporting	2024-05-06	2024-05-10	Not Started	Jane Smith	Project Reporting	Task 97		Project reporting to be started.	Task 97	
99	Task 99: Project Documentation	2024-05-11	2024-05-15	Not Started	John Doe	Project Documentation	Task 98		Project documentation to be started.	Task 98	
100	Task 100: Project Handover	2024-05-16	2024-05-20	Not Started	Jane Smith	Project Handover	Task 99		Project handover to be started.	Task 99	
101	Task 101: Project Closure	2024-05-21	2024-05-25	Not Started	John Doe	Project Closure	Task 100		Project closure to be started.	Task 100	
102	Task 102: Project Review Meeting	2024-05-26	2024-05-30	Not Started	Jane Smith	Project Review Meeting	Task 101		Project review meeting to be started.	Task 101	
103	Task 103: Project Final Report	2024-05-31	2024-06-05	Not Started	John Doe	Project Final Report	Task 102		Project final report to be started.	Task 102	
104	Task 104: Project Archiving	2024-06-06	2024-06-10	Not Started	Jane Smith	Project Archiving	Task 103		Project archiving to be started.	Task 103	
105	Task 105: Project Evaluation	2024-06-11	2024-06-15	Not Started	John Doe	Project Evaluation	Task 104		Project evaluation to be started.	Task 104	
106	Task 106: Project Reporting	2024-06-16	2024-06-20	Not Started	Jane Smith	Project Reporting	Task 105		Project reporting to be started.	Task 105	
107	Task 107: Project Documentation	2024-06-21	2024-06-25	Not Started	John Doe	Project Documentation	Task 106		Project documentation to be started.	Task 106	
108	Task 108: Project Handover	2024-06-26	2024-06-30	Not Started	Jane Smith	Project Handover	Task 107		Project handover to be started.	Task 107	
109	Task 109: Project Closure	2024-07-01	2								



Appendix 3

Risk appraisal of Northumberland Local Plan

RISK ASSESSMENT OF NORTHUMBERLAND LOCAL PLAN

RISK OWNER: Head of Planning Services

Prepared by: Joan Sanderson (Senior Planning Manager (Policy))

Date: 3/1/11

Objective:

To ensure that the Northumberland Local Plan is prepared and adopted in accordance with the agreed Local Development Scheme

Risk	Likelihood	Impact	Grading	Likelihood	Impact	Net Risk Grading
1) Inadequate staff resources to undertake agreed work programme	3	3	13	3	3	13
2) Lack of suitably trained staff including recruitment and retention problems	3	3	13	2	3	10
3) Insufficient budget made available to cover planned expenditure	4	3	14	3	3	13
4) Staff resources required to contribute to other unforeseen work	3	3	13	3	3	13
5) Change to Council priorities resulting in delay in production of documents	3	3	13	3	3	13
6) Delays arising from decision making process	3	2	8	2	2	6
7) Failure of partners (internal/external) to deliver according to programme	3	3	13	2	3	10
8) Change in national policy resulting in document being unsound	3	3	13	2	3	10
9) Delay in setting of public examination by Planning Inspectorate	2	2	6	1	2	3
10) Submitted Local Plan withdrawn or found unsound	3	3	13	2	3	10
11) High Court Challenge to adopted Local Plan	2	3	10	2	3	10

RISK ASSESSMENT OF NORTHUMBERLAND LOCAL PLAN

RISK OWNER: Head of Planning Services

Prepared by: Joan Sanderson (Senior Planning Manager (Policy))

Date: 3\11\17

Objective: To ensure that the Northumberland Local Plan is prepared and adopted in accordance with the agreed Local Development Scheme

Risk	Impacts	Gross risk			Controls	Status	Effective ness	Net risk			Control Owner	Assurance Source	Actions:
		Likelihood	Impact	Grading				Likelihood	Impact	Net Risk Grading			
1) Inadequate staff resources to undertake agreed work programme	i) Failure to meet milestones resulting in additional costs and delay in adopting Local Plan	3	3	13 Very Severe	i) Examine work programme and identify areas which can be deferred or not progressed	Ogoing	Medium	3	3	13 Very Severe	i) Head of Planning Services and Senior Planning Manager (Policy)	i) Detailed Project Plan	i) Implement appraisal scheme and establish arrangements for delivery and evaluation of identified training requirements
	ii) Need to review and seek approval of revised LDS leading to increased risk of intervention by DCLG				ii) Regularly review Project Plan and implement proper project management approach	In Progress	Medium				ii) Senior Planning Manager (Policy)	ii) Detailed Project Plan, meeting notes	ii) Council agrees to provide finances to appoint temporary staff. Council approves 2018\19 budget
	iii) Delay in providing consistent and comprehensive strategic policy framework for Development Management purposes				iii) Identify staff input and resources for inputting into Inquiries and review workloads with Development Mnagement staff	As and When	High				iii) Head of Planning Services and Senior Planning Manager (Policy)	iii) Notes of meetings with Development Management staff	iii) Identify studies to be undertaken by consultants
	iv) Increased workload for remaining staff				iv) Regularly review individual work programmes and priorities	Ongoing	Medium				iv) Head of Planning Services and Senior Planning Manager (Policy)	iv) Meeting notes, Project Plan	
	v) Adverse impact on staff morale, performance and retention of staff				v) Formally and informally seek individuals views	Ongoing	Low				v) Senior Planning Manager (Policy)	v) Notes and minutes of meetings including 1:2:1s and team meetings and staff appraisals	
	vi) Impact on reputation of the planning service and Council				vi) Advise staff of counselling service.	Ongoing	Low				vi) Head of Planning Services, Senior Planning Manager (Policy) and Line Managers	vi)Team meeting notes. Website and Update	
					vii) Regularly review sickness records and proactively manage cases	Ongoing	Low				vii) Head of Planning Services, Senior Planning Manager (Policy) and Line Managers	vii) Sickness Management reports	
					viii) Consider referring indivual to OHP	As and When	Low				viii) Head of Planning Services and Senior Planning Manager (Policy)	viii) MR1 form	
					ix) Use of temporray staff and/or consultants to fill resources gap	As and when	Medium				ix) Head of Planning Services and Senior Planning Manager	ix) Reports and tender documents	

RISK ASSESSMENT OF NORTHUMBERLAND LOCAL PLAN

RISK OWNER: Head of Planning Services

Prepared by: Joan Sanderson (Senior Planning Manager (Policy))

Date: 3\11\17

Risk	Impacts	Gross risk			Controls	Status	Effective ness	Net risk			Control Owner	Assurance Source	Actions:
		Likelihood	Impact	Grading				Likelihood	Impact	Net Risk Grading			
2) Lack of suitably trained staff including recruitment and retention problems	i) Reduction in quality of evidence base	3	3	13 Very Severe	i) Staff development and appraisal, including individual and team training plans	Planned	Medium	2	3	10 Serious	i) Head of Planning Services, Senior Planning Manager (Policy) and Line Managers	i) Published Scheme and appraisal system records	i) Implement appraisal scheme and establish arrangements for delivery and evaluation of identified training requirements
	ii) Potential impact soundness of documents				ii) Employment terms, conditions and recruitment packages	Planned	High				ii) Corporate - HR	ii) Policy Documents	ii) Council approves 2018\19 budget
	iii) Failure to meet milestones, additional costs and delay in adopting documents				iii) Development and training budget	Planned	High				iii) Head of Planning Services	iii) Approved Budgets	iii) Identify studies to be undertaken by consultants
	iv) Increased risk of documents being found unsound or subject to High Court challenge				iv) Deliver training to meet identified needs	Planned	High				iv) Head of Planning Services, Senior Planning Manager (Policy) and Line Managers	iv) Training Plans and Appraisal Records	
	v) Increased workload for existing staff and potential adverse effect on staff morale and motivation				v) Use of temporary staff and/or consultants to fill skills gap	As and When	Medium				v) Head of Planning Services and Senior Planning Manager (Policy)	v) Reports and tender documents	
	vi) Impact on Council's reputation				vi) Commission studies	Planned	Medium				vi) Head of Planning Services and Senior Planning Manager (Policy)	vi) Reports and tender documents	

Risk	Impacts	Gross risk			Controls	Status	Effective ness	Net risk			Control Owner	Assurance Source	Actions:
		Likelihood	Impact	Grading				Likelihood	Impact	Net Risk Grading			
3) Insufficient budget made available to cover planned expenditure	i) Failure to meet milestones and need to revise LDS	4	3	14 Very Severe	i) Cabinet approval for planned expenditure to be taken account of when preparing medium term financial plan	In Progress	High	3	3	13 Very Severe	i) Executive Director, Service Director, Head of Planning Services	i) Minutes of Cabinet meetings	i) Council agrees medium term financial plan and 2018/2019 budget. Also need to make budgetary provisions for 2019/2020
	ii) Gaps and reduction in quality of evidence base				ii) Planned expenditure covered by approved 2017/18, 2018/19 and 2019/2020 budget arrangements	In Progress	High					ii) Approved Council budget for 2017/18	
	iii) Unable to commission specialist studies				iii) Prepare and review estimates of LDF costs	Ongoing	Low					iii) Budget reports	

RISK ASSESSMENT OF NORTHUMBERLAND LOCAL PLAN

RISK OWNER: Head of Planning Services

Prepared by: Joan Sanderson (Senior Planning Manager (Policy))

Date: 3\11\17

	iv) Increased risk of documents being found unsound or subject to High Court challenge												
	v) Impact on Council's reputation												

		Gross risk						Net risk									
Risk	Impacts	Likelihood	Impact	Grading	Controls	Status	Effective-ness	Likelihood	Impact	Net Risk Grading	Control Owner	Assurance Source	Actions:				
4) Staff resources required to contribute to other unforeseen work	i) Delay to work programme	3	3	13 Very Severe	i) Prioritise work of Planning Policy Team on Local Plan	Continuous	High	3	3	13 Very Severe	i) Senior Planning Manager (Policy)	i) Detailed Project Plan					
	ii) Potential adverse impact on content and quality of work carried out				ii) Identify staff input and resources for inputting into Inquiries and review workloads with Development Mnagement staff	As and When	High				iii) Head of Planning Services and Senior Planning Manager (Policy)	ii) Notes of meetings with Development Management staff					
	iii) Increased workload for existing staff and potential adverse effect on staff morale and motivation				iii) Consider back filling of posts with temporary staff, agency, or consultants	As and When	High				iii) Head of Planning Services and Senior Planning Manager (Policy)	iii) Notes and minutes of meetings including 1:2:1s and team meetings					
	iv) Increased risk of documents being found unsound or subject to High Court challenge				iv) Use of consultants to undertake unforeseen work	As and When	High				iii) Head of Planning Services and Senior Planning Manager (Policy)	iv) Reports and tender documents					
	v) Impact on Council's reputation																

		Gross risk						Net risk					
Risk	Impacts	Likelihood	Impact	Grading	Controls	Status	Effective-ness	Likelihood	Impact	Net Risk Grading	Control Owner	Assurance Source	Actions:
5) Change to Council priorities resulting in delay in production of documents	i) Need to redraft documents	3	3	13 Very Severe	i) Establish cross party member LDF Working Group	Complete	Medium	3	2	8 Serious	i) Head of Planning Services	i) Minutes of LDF working group	i) Cabinet agree to setting up of LDF Working Group
	ii) Additional work required on evidence base				ii) Brief new administration on risks arising from changes to strategy and policy	As and When	High				ii) Head of Planning Services	ii) Briefing papers and minutes	ii) Officer input to regular meetings of LDF Working Group

RISK ASSESSMENT OF NORTHUMBERLAND LOCAL PLAN

RISK OWNER: Head of Planning Services

Prepared by: Joan Sanderson (Senior Planning Manager (Policy))

Date: 3\11\17

	iii) Increase in representations at consultation and submission stage				iii) Ensure that Corprate Plan and other Council Strategies and Spatial Strategy and Policy are aligned	Ongoing	Medium				iii) Head of Planning Services and Senior Planning Manager (Policy)	iii) Correspondence and meetings, workshops, topic papers and reports	iii) Local Plan briefings with Leader and Cabinet Member as well as workshops with key internal stakeholders
	iv) Failure to meet milestones and need to revise LDS												
	v) Increased risk of documents being found unsound or subject to High Court challenge												
	vi) Question credibility of plan making by the Council												
	vii) Impact on Council's reputation												

		Gross risk						Net risk					
Risk	Impacts	Likelihood	Impact	Grading	Controls	Status	Effective ness	Likelihood	Impact	Net Risk Grading	Control Owner	Assurance Source	Actions:
6) Delays arising from decision making process	i) Failure to meet milestones and potential need to revise LDS	3	2	8 Serious	i) Preparation and monitoring of detailed Project plan	In Progress	High	2	2	6 Manageable	i) Senior Planning Manager (Policy)	i) Detailed Project Plan	i) Cabinet agree to setting up of LDF Working Group
	ii) Potential need to review evidence, strategy and policy				ii) Awareness of programme of meeting dates and lead in times for submission of documents	Complete: current year Planned: future years	High				ii) Head of Planning Services and Senior Planning Manager (Policy)	ii) Published meetingschedule	ii) Officer input to regular meetings of LDF Working Group
	iii)Potential impact on work programme with additional work and costs.				iii) Establish cross party member LDF Working Group	Complete	Medium				iii) Head of Planning Services	iii) Minutes of LDF working group	
					iv) Agreed arrangements for delegated approvals	Complete	High				iv) Head of Planning Services	iv) Constitution and Delegation scheme	

		Gross risk						Net risk					
Risk	Impacts	Likelihood	Impact	Grading	Controls	Status	Effective ness	Likelihood	Impact	Net Risk Grading	Control Owner	Assurance Source	Actions:

RISK ASSESSMENT OF NORTHUMBERLAND LOCAL PLAN

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7) Failure of partners (internal/external) to deliver according to programme	i) Programme slippage	3	3	13 Very Severe	i) Project plan adequately reflects partner ability to contribute to joint working	In Progress	Medium	2	3	10 Serious	i) Senior Planning Manager (Policy)	i) Detailed project plan	
	ii) Failure to meet milestones and potential need to revise LDS				ii) Partner commitment to project plan and milestones	In Progress	High				ii) Head of Planning Services and Senior Planning Manager (Policy)	ii) Correspondence - letters and e-mails and notes of meeting	
	iii) Additional costs incurred from revised work programme				iii) Establish appropriate joint working and engagement arrangements	In Progress and Planned	Medium				iii) Head of Planning Services and Senior Planning Manager (Policy)	iii) Correspondence - letters and e-mails and notes of meeting	
	iv) Delay in adopting document				iv) Develop ways of joint working and linkages with other strategy, programme and project partners	In Progress and Planned	Low				iv) Head of Planning Services and Senior Planning Manager (Policy)	iv) Correspondence - letters and e-mails and notes of meeting	

Risk	Impacts	Gross risk			Controls	Status	Effective-ness	Net risk			Control Owner	Assurance Source	Actions:
		Likelihood	Impact	Grading				Likelihood	Impact	Net Risk Grading			
8) Change in national policy resulting in document being unsound	i) Delay in submitting or adopting document	3	3	13 Very Severe	i) Risk assessment of late emerging policy changes and action agreed to address issues	As and When	High	2	3	10 Serious	i) Senior Planning Manager (Policy)	i) Risk Assessment and action plan. Monitoring of action plan	
	ii) Extended period of policy gap				ii) Revise project plan and LDS to accommodate additional work	As and When	High				ii) Senior Planning Manager (Policy)	ii) Amended Project Plan	
	iii) Need to revise project plan and to go back to an earlier stage of process				iii) Seek advice from PINS and DCLG	As and When	Medium				iii) Head of Planning Services and Senior Planning Manager (Policy)	iii) Correspondence - letters and e-mails	
	iv) Additional work required to address issues				iv) Seek Counsel opinion	As and When	Medium				iv) Legal Services	iv) Counsel opinion	
	v) Potential effects on Council credibility and reputation if changes not adequately addressed and document found unsound												

Risk	Impacts	Gross risk			Controls	Status	Effective-ness	Net risk			Control Owner	Assurance Source	Actions:
		Likelihood	Impact	Grading				Likelihood	Impact	Net Risk Grading			

RISK ASSESSMENT OF NORTHUMBERLAND LOCAL PLAN

RISK OWNER: Head of Planning Services

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9) Delay in setting of public examination by Planning Inspectorate	i) Failure to meet milestone	2	2	6 Manageable	i) Regular dialogue with PINS	Ongoing	High	1	2	3 Acceptable	i) Senior Planning Manager (Policy)	i) Correspondence - Letters and e-mails	
	ii) Revision of LDS												
	iii) Delay in adoption of document												
	iv) Potential additional costs												

		Gross risk						Net risk					
Risk	Impacts	Likelihood	Impact	Grading	Controls	Status	Effective-ness	Likelihood	Impact	Net Risk Grading	Control Owner	Assurance Source	Actions:
10) Submitted Local Plan withdrawn or found unsound	i) Delay in adopting document	3	3	13 Very Severe	i) Self assessment of document soundness	Planned	Medium	2	3	10 Serious	i) Senior Planning Manager (Policy)	i) Completed self assessment form	
	ii) Extended period of policy gap				ii) Seek independent assessment of document soundness	Planned	High				ii) Senior Planning Manager (Policy)	ii) Correspondence - Letters, e-mails and reports	
	iii) Need to revise project plan and to go back to an earlier stage of process				iii) Compliance with statutory requiremets and SCI	Ongoing	High				iii) Senior Planning Manager (Policy)	iii) Records providing audit trail	
	iv)Additional work required to address issues												
	v) Potential effects on Council credibility and reputation if changes not adequately addressed and document found unsound												

		Gross risk						Net risk					
Risk	Impacts	Likelihood	Impact	Grading	Controls	Status	Effective-ness	Likelihood	Impact	Net Risk Grading	Control Owner	Assurance Source	Actions:
11) High Court Challenge to adopted Local Plan	i) Document or policy found sound	2	3	10 Serious	i) Appoint Counsel	As and When	High	2	3	10 Serious	i) Legal Services	i) Legal / Counsel papers	
	ii) Document or policy found unsound and quashed				ii) Refer to all previous controls (1 to 10) as these controls are designed to try and avoid getting to this stage.	N/A	N/A				ii) Head of Planning Services & control owners	ii) As identified on previous risks 1 to 10	
	iii) Significant work load and cost to defend challenge												
	iv) Policy Gap												
	v)Additional work and cost to remedy policy gap												

Appendix 4

Issues log for Northumberland Local Plan (as at end of January 2018)



Northumberland County Council

ISSUES LOG

The purpose of the issues log is to contain all information about the issues, their analysis and status

Project Name:	Northumberland Local Plan	Project Manager:	Head of Planning Services
Project ID		Start Date:	January 2017
Status Code	N - New Issue discovered this period O - Open Issue resolution in progress C- Closed Issue has been resolved or no longer an issue H-Issue on Hold, resolution paused pending additional information D – Deferred, no Action required at the moment E - Escalated to Programme Issues log	Priority Code	C – Critical, project stopper H – Important impacts significantly on product delivery, escalation required. M – Medium needs resolving within specified timescale and can be done within project team L – Low needs addressing but not as a priority.

Issue No	Description of Issue	Priority	Impact on other projects / risks	Owner	Expected resolution Date	Review Date	Current Status	Comments / Resolution
1	Staff resources – member of staff on long term sick (12 months). Need to recruit into Senior Planner position on fixed term contact.	H	Risk of key studies not being delivered on time –	Planning Manager (Neighbourhood Planning and Infrastructure)	End of February 2018	02/02/2018	O	Recruitment into Senior Planner position on fixed term contract approved and date

Issue No	Description of Issue	Priority	Impact on other projects / risks	Owner	Expected resolution Date	Review Date	Current Status	Comments / Resolution
			Infrastructure Delivery Plan and Whole Plan Viability					for applications closed. One applicant for post – currently reviewing acceptability of candidate. Staff resources from within Policy and Neighbourhood Planning and Infrastructure Teams diverted to work on key studies.
2	Local Plan Intervention by Secretary of State for Communities and Local Government	C	Risk of Intervention by DCLG	Head of Planning Services	After 31/1/2018	30/01/2018	O	Issue added as a task to Project Plan. Need to present robust response to Secretary of State for Communities and Local Government to ensure intervention does not progress further. PAS / DCLG support meeting to on 05/01/2018.

Issue No	Description of Issue	Priority	Impact on other projects / risks	Owner	Expected resolution Date	Review Date	Current Status	Comments / Resolution
								First draft of response considered by Informal Cabinet on 16/01/2018. Response to Secretary of State for Communities and Local Government to be sent before 31/01/2018.
3	Project Management Software – currently using Ganttter which is now changed to be subscription based. Need to pay for Ganttter or source alternative project management software.	H	Risk of not being able to adequately manage Local Plan project.	Information Services	31/01/2018	16/01/2018	C	Access to Microsoft Project granted on 25/01/2018
4	Procurement of Evidence Base Studies – issue regarding sign off of consultancy commissions in a timely manner.	C	Risk of not being able to progress preparation of Local Plan in accordance with project	Interim Executive Director of Place / Head of Procurement	09/02/2018	02/02/2018	O/N	Interim Executive Director of Place to obtain agreement from Leader and Chief Executive to streamline procurement

Issue No	Description of Issue	Priority	Impact on other projects / risks	Owner	Expected resolution Date	Review Date	Current Status	Comments / Resolution
			plan and missing key milestones					<p>procedures for Local Plan Evidence Base updates.</p> <p>Interim Executive Director of Place and Head of Procurement to discuss with view to delegating authority to Interim Executive Director of Place and Portfolio Holder.</p> <p>Head of Procurement to draft the consultants approval report for Leader and Chief Executive to sign off.</p>

Appendix 5

Northumberland Local Plan timeline options

Northumberland Local Plan Timeline							
Core Strategy and Delivery Plan (2011-2031) - Two Stage Local Development Scheme (November 2016)			New Northumberland Local Plan (2016-2036) Two Stage Option			New Northumberland Local Plan (2016-2036) One Stage Option - as per Draft Local Development Scheme (November 2017) (subject to Cabinet Approval on 23 November 2017)	
Core Strategy timetable and milestones			Part 1: Core Strategy			Single Local Plan for Northumberland	
Stage	Dates		Stage	Date		Stage	Date
Plan Preparation (Regulation 18)	2008 -September 2015		Plan Preparation (Regulation 18) Evidence base work and informal consultation Initial consultation in early Spring 2018 Consultation on draft Core Strategy	Summer 2017 - Spring 2018 Summer 2017 to Spring 2018 Early Spring 2018 Spring 2018		Plan Preparation (Regulation 18) Evidence base work and informal consultation Initial consultation in early Spring 2018 Consultation on draft Local Plan	Summer 2017 - Summer 2018 Summer 2017 to Summer 2018 Early Spring 2018 Summer 2018
Starting evidence base	Commenced during 2008		Publication of Draft Core Strategy (Regulation 19)	Autumn 2018		Publication of Draft Local Plan (Regulation 19)	Winter 2018
Consultation on SA Scoping Report	5 December 2011 - 23 January 2012		Submission of Core Strategy (Regulation 22)	Spring 2019		Submission of Local Plan (Regulation 22)	Summer 2019
Consultation on Core Strategy Issues and Options	23 May – 15 August 2012		Examination	Autumn 2019		Examination	Winter 2019
Consultation on Core Strategy Preferred Options (stage 1)	6 February – 20 March 2013		Adoption	Spring 2020		Adoption	Summer 2020
Consultation on Housing, Employment and Green Belt Preferred Options (stage 2)	31 October 2013 – 2 January 2014						
Consultation on Full Draft Core Strategy	12 December 2014 – 11 February 2015		Part 2: Delivery Document				
Pre Submission Draft Core Strategy (Publication of Local Plan) (Regulation 19)	14 October 2015 – 25 November 2015		Stage	Date			
Consultation on Major Modifications	15 June – 27 July 2016		Plan Preparation (Regulation 18)	Spring 2020			
Consultation on Further Major Modifications	11 November – 23 December 2016		Publication of Draft Delivery Document (Regulation 19)	Autumn 2020			
Submission of Core Strategy (Regulation 22)	March 2017		Submission of Delivery Document (Regulation 22)	Spring 2021			
Independent Examination	Mid to late Summer 2017		Examination	Autumn 2021			
Adoption of Core Strategy (Regulation 26)	December 2017		Adoption	Spring 2022			
Delivery Document timetable and milestones							
Stage	Dates						
Plan Preparation (Regulation 18)	June 2013 – December 2017						
Consult on Scope of Delivery Document	October 2013 – January 2014						
Consult on revised Scope of Delivery Document	December 2014 –February 2015						
Review and update evidence base	February 2015 – November 2017						
Public participation in Delivery Document Preferred Option	December 2017						
Pre Submission Draft Delivery Document (Publication of Local Plan) (Regulation 19)	Spring 2018						
Submission of Delivery Document (Regulation 22)	Autumn 2018						
Independent Examination	Winter 2018						
Adoption of Delivery Document (Regulation 26)	Spring 2019						
Full Plan coverage envisaged by Spring 2019, however, following submission the examination of the Core Strategy was programmed to take longer than orginally planned and would therefore increase the timeline for adoption of the Core Strategy and consequetly the adoption of the Delivery Document. This would have led to potentially winter 2019/2020 for full plan coverage.			Full Plan coverage by Spring 2022			Full Plan coverage by Summer 2020	

Appendix 6

Planning Advisory Service (PAS) report – Northumberland Local Plan: Review of evidence base and recommendations



Intelligent Plans
and examinations



planning advisory service

Northumberland Local Plan

Review of Evidence Base and Recommendations

Report by Intelligent Plans and Examinations (IPE) Ltd

Author: Derek Stebbing, BA (Hons) Dip EP MRTPI

19 January 2018

Intelligent Plans and Examinations (IPE) Ltd, Regency Offices, 37 Gay Street, Bath BA1 2NT

Registered in England and Wales. Company Reg. No. 10100118. VAT Reg. No. 237 7641 84

1. Introduction and Background

- 1.1 We have been instructed by the Planning Advisory Service (PAS) to undertake a review of the Evidence Base underpinning the Northumberland Local Plan, in order that Northumberland County Council can proceed with the preparation of the Northumberland Local Plan in accordance with an agreed timetable.
- 1.2 This Note has been prepared by Derek Stebbing, a consultant with Independent Plans and Examinations (IPE) Ltd. He has over 40 years experience in Planning, in both the Public and Private sectors, and he has also been employed by the Planning Inspectorate as a Planning Inspector examining Local Plans. He *was* Planning Policy Manager at Chelmsford City Council from 1994 to 2016, and was responsible for all of the authority's statutory development plans during that period. In 2015/16, he was a member of the Government-appointed Local Plans Expert Group (LPEG), whose report and recommendations have led to a number of the planning reforms now being introduced by the Government. In his current role with IPE, he has advised a number of authorities on Local Plan progress, and is an Examiner of Neighbourhood Plans.
- 1.3 The background to this commission is that the Council withdrew the Northumberland Local Plan Core Strategy Draft Plan from the Examination process on 7 July 2017, following its earlier formal submission on 7 April 2017. In withdrawing the Core Strategy from the Examination process, Officers were instructed to undertake a full review of the housing and employment numbers, and strategic land use allocations, required during the Plan period (2011-2031) to sustain County-wide and regional economic growth, and to undertake the review and progress any necessary associated work to enable the Council to reconsider approval of the Core Strategy for submission to the Secretary of State as soon as possible.
- 1.4 On 16 November 2017, the Secretary of State for Communities and Local Government¹ wrote to the Council advising that he is considering possible intervention due to the failure to produce a Local Plan in accordance with published timetables and milestones. The letter also states that "I would like to take this opportunity to ask you to outline any exceptional circumstances, by 31 January 2018, which, in your view, justify the failure of your Council to produce a Local Plan. In addition to this explanation, I would like to hear of any measures that the authority has taken, or intends to take, to accelerate plan publication". This commission is in the context of the need for the Council to provide a full response and explanation by 31 January 2018.

¹ Recently renamed the Ministry of Housing, Communities and Local Government (MHCLG).

- 1.5 In November 2017, the Council published a Position Statement following withdrawal of the Draft Core Strategy which states, inter alia, that:

"The submitted Core Strategy was informed by and developed predominantly on the basis of the 2012 Sub-National Population Projections (SNPP). The SNPP 2014-based population projections are now available and it is clear from the tables presented in the Addendum Report that the levels of residential growth required to support and sustain economic growth in Northumberland are significantly different based on the SNPP 2014 data when compared to the 2012 data.

Whilst the SNPP 2014 data suggests an annual jobs loss, and therefore a positive "Policy On" approach would still be required in order to reverse the trend of jobs loss which is predominantly due to a loss of people of working age population from within Northumberland, it is evident from the tables provided in the Addendum Report that it is possible to address the jobs loss issue with less houses being required than are currently proposed in the submitted Core Strategy.

At a national level, it is clear from changes to statute and the contents of the Housing White Paper that the national policy context is also currently evolving and, in the near future, Government policy will have changed in certain respects. Government consultation is expected to commence on a standardised methodology to calculating housing need later this month and this will also have a material bearing on future housing requirements.

Finally, discussions are currently ongoing between the three North of Tyne authorities and Government regarding the possibility of a devolution deal that will see the creation of a mayoral combined authority in the North of Tyne area. This deal would aim to support economic growth in the North of Tyne area, and wider North East, thereby supporting the North East LEP's Strategic Economic Plan that was refreshed earlier this year. A review of the Northumberland Local Plan Core Strategy would allow the Council to ensure that the plan directly supports the economic ambitions in the North of Tyne area."

- 1.6 The Council also published an updated Local Development Scheme (LDS) for the period 2017-2020 in November 2017, which states that the Northumberland Local Plan will:

- *Set the strategic planning policies of the Council;*
- *Provide the planning principles, including detailed development management policies to guide future development and planning decisions in Northumberland from 2016-2036;*
- *Set the general scale and distribution of new development which is required to meet Northumberland's needs to 2036;*
- *Include strategic allocations as well as detailed land allocations and designations;*
- *Include site specific proposals for the development, protection and conservation of land; and*

- *Include a policies map identifying the detailed land allocations and designations.*

1.7 The LDS contains the following Local Plan Timetable and Milestones:

Local Plan Timetable and Milestones	
STAGE	DATES
<i>Plan Preparation (Regulation 18)</i> Evidence base work and informal consultation Initial consultation Consultation on draft Local Plan	<i>Summer 2017 - Summer 2018</i> Summer 2017 - Summer 2018 Early Spring 2018 Summer 2018
<i>Publication of Draft Local Plan (Regulation 19)</i>	<i>Winter 2018</i>
<i>Submission of Local Plan (Regulation 22)</i>	<i>Summer 2019</i>
Independent Examination	Winter 2019
<i>Adoption (Regulation 26)</i>	<i>Summer 2020</i>
Post-adoption (Monitoring and Review)	On-going

Note: Key Milestones are in *Bold Italics*

- 1.8 We had a briefing discussion (by telephone) with key Officers of the Council on 13 January 2018 in order to define and confirm the scope of the commission, and to agree the timetable for the submission of our report which is required by 23 January 2018 in order to provide an input to the Council's response to the Secretary of State before 31 January 2018.
- 1.9 The Council has kindly provided us with full details of all relevant evidence base documents, as compiled for the withdrawn Core Strategy and also those subsequently commissioned or in the process of now being commissioned.

2. Approach

- 2.1 The approach that we have adopted to this review of the Council's Local Plan is to consider the relevance, currency and effectiveness of the various existing and new evidence base documents in the context of, firstly, the need to publish a new Draft Local Plan for consultation in Summer 2018, and, secondly, the Government's proposed reforms to the statutory development plan process that have been set out in policy documents

during 2017, such as the Housing White Paper (February 2017)² and the consultation on “Building homes in the right places” (September 2017)³. Such reforms are expected to be fully implemented at various stages during 2018, notably with the publication of a fully revised National Planning Policy Framework (NPPF) and revised National Planning Practice Guidance (NPPG). It is understood that a consultation draft of the revised NPPF may be published at the end of March 2018⁴.

- 2.2 We have also taken account of the various new and updated studies that the Council has commissioned during recent months, and which are itemised below.
- 2.3 Our fundamental approach has been to take a proportionate review of existing evidence base material, in order that the need for the Council to commission further work, at least in the immediate future, can be minimised with consequent lesser strain upon the Council’s resources, and perhaps more importantly a lesser risk of delay to the Local Plan timetable. Our assessment is set out in Section 3 below, under the principal topic headings that are used by the Council. This is followed by our key conclusions and recommendations at Section 4.

3. Assessment

3.1 Housing Studies

The most recent **Strategic Housing Land Availability Assessment** (SHLAA) was published in February 2017. This is unlikely to be considered current as the new Local Plan progresses through its formal stages later in 2018 and 2019, and our recommendation is that a new Call for Sites is launched as soon as possible, clearly stating that the revised Plan period under consideration is now 2016-2036. We also recommend that the Call for Sites embraces employment land and mixed-use opportunities, so that that the updated study can be defined as a Housing and Employment Land Availability Assessment (HELAA), which is an approach now being adopted by many authorities. In particular, it will assist in reinforcing the Economic evidence, which is an

² View at:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/590464/Fixing_our_broken_housing_market_-_print_ready_version.pdf

³ View at:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/652888/Planning_for_Homes_Consultation_Document.pdf

⁴ Melanie Dawes, permanent secretary, MHCLG, told the House of Commons Communities and Local Government Committee at a session on Monday 15 January that she was hoping for a consultation version of the revised NPPF to be published ‘just before Easter or thereabouts’. Good Friday falls on 31 March 2018.

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area where we consider that there will need to be a very clear approach in securing alignment with the identified housing need (see also paragraph 3.13 below).

- 3.2 The **Strategic Housing Market Assessment** (SHMA) was published in October 2015, and should now be regarded as out of date as a mechanism for calculating housing need for the period 2016-2036. The Government has published proposals that housing need should be calculated across England using a standardised methodology, which was first proposed as a policy reform measure by the LPEG. The Government's proposed methodology was set out at paragraphs 15-25 in the consultation document "Planning for the right homes in the right places" published in September 2017. The principal area of controversy arising from this proposed methodology is that the calculation of housing need does not include any element of potential uplift arising from economic growth projections. However, the consultation paper does recognise this point, and states at paragraph 46 that: *"Plan makers may put forward proposals that lead to a local housing need above that given by our proposed approach. This could be as a result of a strategic infrastructure project, or through increased employment (and hence housing) ambition as a result of a Local Economic Partnership investment strategy, a bespoke housing deal with Government or through delivering the modern Industrial Strategy. We want to make sure that we give proper support to those ambitious authorities who want to deliver more homes. To facilitate this we propose to amend planning guidance so that where a plan is based on an assessment of local housing need in excess of that which the standard method would provide, Planning Inspectors are advised to work on the assumption that the approach adopted is sound unless there are compelling reasons to indicate otherwise. We will also look to use the Housing Infrastructure Fund to support local planning authorities to step up their plans for growth, releasing more land for housing and getting homes built at pace and scale"*.
- 3.3 Our best assessment at this time, is that the Government is committed to introducing the proposed standardised methodology for calculating housing need, but will rely on planning authorities having the voluntary ability to increase the standardised calculation output to take account of projected economic growth. It is our understanding that Northumberland would probably wish to take advantage of that factor, to support its strategic proposals for economic development and regeneration. In that situation, it places added emphasis on ensuring that the economic growth projections over the Plan period are robust and realistic, as there has been widespread evidence across the country during recent years that SHMA-based economic growth projections have been over-ambitious.
- 3.4 Based on the September 2017 consultation paper, it is expected the revised NPPF and NPPG to incorporate the requirement to use the

standardised methodology for calculating housing need will apply from 1 April 2018, albeit if (as now envisaged) the NPPF is published in draft form at the end of March 2018, it is not clear what the consequential impact might be on the timing of the proposed transitional arrangement. We consider Northumberland should now work on the anticipated implementation of the standardised methodology (or a variation of) in preparing its new Local Plan. Indicative figures were published by the Government alongside its consultation paper, and the indicative figure for Northumberland is as follows:

Local Authority	Indicative assessment of housing need based on proposed formula, 2016 to 2026 (dwellings per annum)	Current local assessment of housing need, based on most recent publicly available document (dwellings per annum)	Proportion of Local Authority land area covered by Green Belt, National Parks, Areas of Outstanding Natural Beauty or Sites of Special Scientific Interest
Northumberland	707	830	44%

- 3.5 The potential starting point for calculating Northumberland's housing need over the period 2016-2026 is therefore 707 dwellings per annum, but we strongly advise that this initial information be checked for accuracy. For the period beyond 2026 through to 2036, the authority will need to adopt a realistic planning position (which we gauge will clearly need to be at least 707 dwellings per annum).
- 3.6 The authority's position on its **five-year supply of deliverable housing sites** is currently healthy (being at 6.5 years, as shown below). A robust monitoring system is in place to update this data annually, and we do not identify any issues on this matter affecting the preparation of the new Local Plan, beyond ensuring that the Housing Trajectory is maintained and updated as appropriate.

Table 7: Summary Five-Year Housing Land Supply Position (Sedgefield approach, 20% buffer)

Requirement - 2017/18 to 2021/22	
A	Baseline Requirement
	4,720
B	Shortfall/Surplus
	-1,154
C	Residual Requirement (Sedgefield) (A + B)
	5,874
D	Buffer (20% of baseline and shortfall)
	1,175
E	Total Residual 5-YHLS Requirement (C + D)
	7,049
5-YHLS Position - 2017/18 to 2021/22	
F	Identified Supply from All Sources
	9,116
G	Supply (%) (F / E)
	129%
H	Supply ('Years') (G x 5)
	6.5 years

- 3.7 This same point applies to the authority's annual net additional homes reports. In recent years, housing delivery across the county has been performing well, as shown in the following table:

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
No. of dwellings	558	621	559	1,447	991	1,531

Source: NCC Planning Applications Database

- 3.8 Clearly, it is important that this recent good performance is maintained in the years ahead, and a key requirement for the Local Plan will be to ensure that the sites identified for residential development (arising from the HELAA and other land supply sources such as the Brownfield Land Register) should comprise a mix of sites, available and suitable for development in years 0-5, 5-10, 10-15 etc. of the Plan period. Again, the Housing Trajectory should reflect this approach.
- 3.9 The authority published its **Brownfield Land Register** in December 2017, which contains a substantial number of sites and which will form a key element in assessing potential future housing supply.
- 3.10 The authority also published a series of **Local Housing Needs Assessments** in 2016 for some of the major settlements in the County. These complemented the SHMA outputs, but are now likely to be at least partly out of date, although they may still provide a broad indication of local housing need. We do not view this as a priority area for further work at this time, but in due course a new series of such studies may be valuable in assisting Neighbourhood Planning groups, particularly as the Council will be required to confirm local housing need figures to those groups.
- 3.11 The authority's most recent **Gypsy, Traveller and Travelling Showpeople Accommodation Assessment** was published in October 2015, superseding the previous study dating from 2008. We consider that the 2015 study remains current, although it only projects the need for new accommodation up to 2030/31. Therefore, a projection beyond 2031 up to 2036 will need to be made, although we anticipate that this should be straightforward and will be on trend-based demographic assumptions. We take this view on the basis that the cost and time involved in commissioning a new County-wide assessment is likely to be prohibitive with regard to the Local Plan timetable.
- 3.12 Finally, on this topic, we remind the Council of the requirement to plan for a mix of housing needs, as made clear by the Government in recent

documents. For ease of reference, we reproduce below paragraphs 88-90 of the consultation document “Planning for the right homes in the right places” which sets out the Government’s position.

88. It is important that local planning authorities do not just plan for the right number of homes, but also the different size, type, tenure and range of housing that is required in their area. The identification of such need is often carried out as part of the strategic housing market assessment¹⁹. However, given our proposed new approach for assessing local housing need, we will need to update existing planning guidance on how to plan for different types of homes and will publish this alongside a revised National Planning Policy Framework. For example, where prices for a particular type of housing are rising at faster rates than others this might imply a shortage of supply of that type of housing.

89. We would also like to make it easier for local planning authorities to identify the need for other types and tenures in their area. These include, but are not limited to:

- older and disabled people;
- families with children;
- affordable housing;
- self-build and custom-build development;
- student accommodation;
- travellers who have ceased to travel; and
- private rented sector and build to rent housing.

90. We are proposing that plan makers should disaggregate this total need into the overall need of each type of housing as part of the plan-making process, before taking into account any constraints or other issues which may prevent them from meeting their overall housing need. This means that, as the plan develops, we expect plan makers to make evidence-based planning judgements on the different types of housing that is required within each area to ensure that the plan is effective and positively prepared.

In this respect, the Council will need to disaggregate its calculation of total housing need to identify and make appropriate policy provision, and site allocations, that provide for the right range of housing size, type, tenure and range that meets the needs of Northumberland’s communities.

3.13 Economy and Retail Studies

We view this topic as the area where the greatest attention to updating and refreshing evidence for a new Local Plan is likely to be required in the short-term, particularly if it is being used to support and underpin a higher calculation of housing need for Northumberland than that generated solely by the standardised methodology. At present, there is a range of studies produced by the Council and by external partners that contribute to an understanding of economic development trends and aspirations in the county. The authority’s own current evidence base comprises the **Northumberland Economic Strategy 2015-2020**, a **Town Centres and Retail Study** (2011, with 2013 and 2016 updates), an **Employment Land Review** (2011 and 2013 Update), an **Employment Land & Premises Demand Study** (July 2015), an

Employment Land Take-up Study 1999-2016 (January 2017), an annual **Employment Sites Schedule**, a series of **Town Centre Health Checks** (2011) and a series of individual **Market Town Benchmarking Reports** (2013/14). A series of other documents, such as **Long-term Sectoral, Employment and Land Use Projections** prepared by Durham Business School, were published in the period 2010-2014 to help inform the economic growth proposals of the Council and the now withdrawn Local Plan; we generally regard those documents as now being largely out of date.

- 3.14 External partners have also published a range of studies, the most important of which is the **North East Strategic Economic Plan “More and Better Jobs”** published by the North East LEP (January 2017). The Government’s **Industrial Strategy White Paper “Building a Britain fit for the future”** was published in November 2017 and sets a national agenda for economic growth. It contains proposals for Local Industrial Strategies (LIS) across the UK, and we would expect a LIS for North East England to be one of the key early priorities, to underpin the Northern Powerhouse initiative. During 2018, the Council, with its partners, will need to monitor how these proposals take shape in the North East and how they will impact upon Northumberland’s economy during the period up to 2036. We fully expect future Devolution Deals to include significant economic development requirements.
- 3.15 The Council has recognised the need to provide a much closer linkage between housing need and economic growth projections, and has commissioned Peter Brett Associates to undertake a study of **Housing and Economic Growth Options**, which will test “Policy off” scenarios (i.e. demographic-led) and “Policy on” scenarios (i.e. jobs-led). We view this piece of work as being pivotal in demonstrating whether or not, and by how much, future housing need could be subject to an uplift to take account of economic growth projections. Based on our experience, we are confident that Peter Brett Associates will take a robust and realistic view of such scenarios, which will no doubt range from “High Growth” downwards. We see the work as filling a major gap in the current evidence base work, following the likely demise of SHMA-based projections, and are confident that it should be sufficient to underpin a planned increase in potential housing need, if that strategic decision is taken by the Council in due course. However, the Council will have a careful and balanced decision to take on this matter, as it will need to align with other aspects of economic strategy, both in terms of sector analysis and the spatial implications.
- 3.16 In particular, the Council will need to recognise that the annual average take-up (net) of employment land across the County during the period 1999-2016 was relatively low (at 1.16 hectares net), as shown below:

3.1 Northumberland

Table 1: County Totals

Total developed Area (ha)	Take-Up (ha)	Land Lost to Other Uses (ha)
1,761.055	106.02	86.24
Annual average	6.23	5.07

3.2 Delivery Areas

Table 2: Delivery Area Take-up & Loss Totals

Delivery Area	Total Area (ha)	Take-Up (ha)	Land Lost to Other Uses (ha)
Central	314.458	17.92	37.09
North	182.697	12.36	14.84
South East	1,219.246	74.91	34.21
West	44.654	0.83	0.10
Totals	1,761.055	106.02	86.24

- 3.17 There were also spatial differences in that situation, with the highest take-up being in the South East Delivery Area (i.e. closest to Newcastle). Furthermore, as at March 2016, 260 hectares of employment land remained available for development across the County, as shown below, which would constitute a landbank sufficient for many years at previous take-up rates.

2015/16 Employment land & floor space

Delivery Area	Land (ha.)				Floor space (m2)	
	Area developed 14/15	Area developed 15/16	Area available 14/15	Area available 15/16	Built during (14/15)	Built during (15/16)
Central	209.333	209.363	38.294	39.021	2430.790	776.540
North	117.245	117.437	32.425	32.034	1568.910	2732.200
South East	578.798	589.299	183.088	181.149	17914.900	13925.000
West	25.290	25.290	8.064	8.064	0.000	24.600
NORTHUMBERLAND TOTAL	930.666	941.389	261.871	260.268	21914.600	17458.340

- 3.18 We highlight these points as just two of the factors that should be considered alongside the outcomes of the Peter Brett Associates report in justifying an uplift to housing need on the basis of economic growth and regeneration, and its implications for strategic policies and land allocations in the new Local Plan.

3.19 Population Forecasting Studies

Edge Analytics, on behalf of the Council, have prepared **County Level and Sub-County Level Demographic Analysis and Forecasts** to present population and household forecasts, which have helped establish the objectively assessed need for housing. The most recent forecasts were published in March 2017, but were based on ONS 2014 Sub-National Population Projections and DCLG 2014 Household Projections. As such, those forecasts will become out of date during 2018 when ONS publish the 2016 Sub-National Population Projections which will be the basis for calculating housing need using the standardised methodology.

3.20 Flooding and Water Environment Studies

URS, on behalf of the Council, have undertaken a **Level 1 Strategic Flood Risk Assessment** (SFRA) in 2010, and a **Level 2 SFRA** in October 2015. These assessments are, in our view, likely to remain current, but we understand that the Council is in discussion with the Environment Agency in order to identify any updated work that may be required. This may be necessary if the areas of flood risk in Northumberland (and its river catchments) have been extended as a result of new climate change considerations, which has occurred in some parts of the country. URS have also undertaken an **Outline Water Cycle Study** (published in May 2012), and a **Detailed Water Cycle Study** (published in October 2015). Again, both of these studies are likely to remain current, but discussions should be held with Northumbrian Water and the Environment Agency to ensure that the studies can be updated, if necessary, to take account of any water resources and wastewater issues (such as updated capital programmes) that may have arisen since 2015.

3.21 Landscape and Green Spaces Studies

The Council has an extensive suite of landscape and green spaces studies, comprising a comprehensive **Landscape Character Assessment**, a **Key Land Use Impact Study** (assessing landscape sensitivity), a County-wide **Green Infrastructure Strategy** (October 2011) and a **South East Northumberland Green Infrastructure Strategy** (October 2011), a **Open Space, Sport and Recreation Provision Assessment** (October 2011) and a **Northumberland Playing Pitch Strategy** (October 2011). The Council has recently prepared a new **Playing Pitch and Indoor Facilities Strategy**, a draft of which is currently with Sport England for review. This is an important additional piece of evidence, and we are content that when it is endorsed by Sport England it will be fit for purpose. However, we do have a concern that the set of documents published in October 2011 are founded on PPG 17 guidance that has now

been superseded by NPPG guidance. We reproduce paragraph 1.2 of the Open Space, Sport and Recreation Provision Assessment below:

1.2 The documents that have been developed include:

- **A Green Infrastructure Strategy (GI Strategy) for the County-** this strategy brings together existing data relating to the existing green assets that include land and water, biodiversity, landscape, historic landscape and designated sites. It uses comprehensive digital mapping (GIS) to assess the quality, quantity accessibility of provision to identify opportunities, surplus and deficiencies. It has developed a long term vision to inform emerging planning policy in relation to improving the provision, connectivity and multifunctional opportunities of green space.
- **A Green Infrastructure Plan for the South East Northumberland Growth Point.** This document whilst being a stand alone plan sits beneath the wider Green Infrastructure Strategy for the County. It provides the baseline assessment to guide the future provision in the growth point area.
- **A revised and updated Playing Pitch Strategy.** This strategy is compliant with Sport England 'Towards a Level Playing Field' guidance. It has considered the priorities of the governing bodies and the needs of local clubs through a thorough and comprehensive supply and demand assessment, pitch quality audit and extensive consultation with local teams clubs and stakeholders. It provides analysis of supply and demand at county and sub area levels.
- **This strategy which is an assessment of open space, outdoor sport and recreation provision in accordance with Planning Policy Guidance note 17 (PPG17) and has been completed to comply with PPG17 guidance.**

This illustrates how the various documents formed an inter-related set of studies, and the Council is at risk of being unable to demonstrate that the Green Infrastructure strategies are based on the most recent evidence. This is not a significant risk, but the inclusion of a Green Infrastructure strategy within the new Local Plan is an important and vital component of being able to demonstrate the overall sustainability of the Plan, its policies and proposals. Our considered opinion is that if the two Green Infrastructure strategies are to continue to form part of the Local Plan evidence base (and therefore underpinning the Plan's content on Green Infrastructure), they should be at least reviewed and refreshed, and rebased to a current date. We recognise that to commission further consultancy work at this time on Green Spaces studies could result in some delay to the Local Plan timetable, as they often extend over several months.

3.22 Energy Studies

There are three principal studies under this topic, a **Renewable Energy, Low Carbon Energy Generation and Energy Efficiency Study** (February 2011), an **Evaluation of the Impacts of Onshore Wind Farms on Tourism** (October 2014) and a **Landscape and Operational Wind Farms Study** (May 2015). We understand that the principal current issue within the County is the landscape impact of onshore wind turbines, and the need to put in place clear policies to guide such proposals. To that end, the Council has commissioned some new evidence on **Landscape Sensitivity to Wind Turbines**. This is due to

be received shortly, and, although we have not been able to review it, we anticipate that it will provide the necessary basis for policy development. We do not see any other issues with this suite of evidence.

3.23 Minerals and Waste Studies

In our experience, the necessary evidence to support minerals and waste planning policies and site allocations is well understood by minerals planning and waste planning authorities (which in both cases for Northumberland is the County Council) and by the appropriate aggregates and waste industry bodies. The suite of evidence documents presently in place comprises the annual **Aggregates Monitoring Reports**, the **Apportionment of North East England Guidelines for Aggregates Provision 2005-2020 Environmental Report**, an **Environmental Appraisal Report** (2006), the **Joint Local Aggregates Assessment (LAA) for County Durham, Northumberland and Tyne and Wear** (January 2017), an **Environmental Considerations and Mineral Resources Study** (2011), the **North East England Commercial and Industrial Waste Survey Report** (2011), the **Waste Arisings and Facility Capacity Study Report** (2012) and a **Low Level Radioactive Waste Study in the North East of England** (2013). Additionally, a Duty to Co-operate paper has been prepared on **Cross-boundary Waste Movements** (February 2017). Our only comment on this evidence is that it will be necessary to ensure that, for the Local Plan period extending to 2036, policies and site allocations are based on current national and regional guidance, and the latest available minerals assessments and waste arisings/capacity forecasts.

3.24 Green Belt

A Green Belt Review was undertaken between 2013-2015, and the evidence base comprises a set of documents, being the **Green Belt Review** (2015), the **Green Belt Review Methodology** (June 2013) and **Revised Green Belt Review Methodology** (December 2014), a **Green Belt Settlement Assessments** report (December 2014), a **Small Settlements and the Green Belt** report (December 2014), a **Green Belt Appendix** (December 2014) and the **Morpeth Outer Green Belt Boundary** report (October 2013). Our view is that this review has been undertaken comprehensively, in accordance with good practice, and that the documents remain sufficiently current and fit for purpose, to enable the preparation of the new Local Plan to take into account its results. However, by the time that the Plan is submitted for Examination the core material will be 4-5 years old. This suggests to us that it would be prudent, in due course, to undertake a review of the work to ensure that it does remain robust for Examination.

3.25 Connectivity

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A set of strategic transportation and infrastructure reports form the evidence base for a comprehensive **Infrastructure Delivery Plan** (November 2016). The supporting documents comprise a **Strategic Infrastructure Baseline and Options Assessment** (December 2012) and subsequent **Interim Report** (December 2016), a **Transport Assessment** and **Transport Assessment Mitigation Report** (both June 2016), a **Sustainable Transport Addendum Report** (June 2016) and a **Strategic Road Network Infrastructure Study** prepared by Highways England (February 2016) with subsequent **Update** (July 2016). The Council is presently in discussions with Highways England in order to establish whether any further update is necessary affecting the strategic road study. Our view is that these supporting reports are sufficiently up to date to be able to remain in place, at least for the present time. However, based on our experience elsewhere, the Infrastructure Delivery Plan (IDP) is likely to require an update before the end of 2018, if only to reflect the extended Plan period, updated capital costs and any revisions to the delivery timetable. In particular, we would refer to the Infrastructure Schedule at page 49 et seq of the IDP, as one area that will require updating. The IDP is now a fundamental document to support a Local Plan at Submission and Examination, and it will be important to ensure that it is fully up to date. This will require ongoing discussions during 2018 with key stakeholders and partners, including Highways England, and it is envisaged that the outcomes of these discussions will need to be recorded and agreed within the forthcoming Statement of Common Ground (which we address in our accompanying report on the Local Plan Timetable) where they impact on the deliverability of strategic Local Plan proposals and cross-boundary issues.

3.26 Strategic Land Review

The Council published a series of reports in February 2017 on a **Strategic Land Review**, as described below:

1 Introduction

- 1.1 The Council has prepared a Strategic Land Review (SLR) in order to provide evidence regarding the capacity of Northumberland to accommodate housing and employment development. Under national planning policy, the Council is required to demonstrate that the Local Plan is deliverable. It must ensure that there is a supply of deliverable housing sites to meet the housing requirements, and an appropriate amount of land available to support the needs of businesses. The evidence in the SLR will be used to inform policies in the emerging Northumberland Core Strategy, and subsequent development plan documents.

2 Background

- 2.1 This February 2017 SLR provides a partial update to the October 2015 and June 2016 SLRs, originally prepared to inform the Pre-Submission Draft (October 2015) and the Major Modifications (June 2016). The October 2015 SLR brought together, updated evidence base work and provided additional information to that provided in earlier published SLR documents which were prepared to inform the Northumberland Core Strategy Preferred Options of Housing, Employment and Green Belt (October 2013) document, and the Full Draft Plan (December 2014).

The reports clearly relate to the now withdrawn Local Plan and, as such are not directly transferrable to the new Local Plan, without an update. The Strategic Land Review (SLR) work has been ongoing since 2015, and we advise that this should continue during 2018. In terms of an update, it should reflect any new or amended strategic sites that may emerge through a new Call for Sites and any proposals that may have been put forward since February 2017 for developments such as Garden Villages. In practice, there may be no significant changes to the previous assessments, with the possible exception of the extension to the Plan period, in which case the SLR can be simply refreshed to a 2018 or 2019 position.

3.27 Viability

The Council published its **Northumberland Local Plan Draft Core Strategy and Community Infrastructure Levy Viability Assessment** and accompanying appraisals, including a **Housing Delivery Report**, in June 2016. Again, this work relates directly to the withdrawn Local Plan and cannot be transferred to the new Local Plan. Recognising this, the Council is presently in the process of commissioning an update to the previous work on the basis of a "Whole Plan" viability assessment. We regard this as essential, not only to underpin the new Local Plan but also because the issue of viability is likely to form a more central part of future Local Plan Examinations (and of course the proposed site allocations), as the Government is keen to remove, or at least reduce the scope of, this

contentious issue from the subsequent development management process, if possible. The Government's proposals are not yet fully developed, and it will be important for the Council to monitor this area closely, particularly in the forthcoming draft NPPF, in order to avoid any potential delays or any abortive work on the new viability assessment work. At this stage, we cannot offer any more certainty on this point, other than to make the Council aware that it is likely to be an area of planning reform during 2018.

4. Conclusions and Recommendations

- 4.1 We have undertaken a review and assessment of the principal documents and studies that comprise the evidence base for the Northumberland Local Plan. As a broad conclusion, we consider that the Council is well placed, following the withdrawal of its Core Strategy Draft Plan in July 2017, to be able to proceed with the preparation of a new Local Plan during 2018 on the basis that a substantial proportion of the current evidence does remain current and valid. However, it is clear that in certain areas there will be a need to update or refresh evidence to support a new Plan that is scheduled to be formally Submitted and Examined during 2019, some years after the evidence was prepared. In part, this stems simply from the revised Plan period now being 2016-2036, but in other cases it stems from changing Government requirements.
- 4.2 We have set out our full assessment in Section 3 above, but we do make a number of key recommendations for actions that, in our view, should be given greater priority for action in the next few months, and these are set out below:
- Undertake a new Call for Sites in the first quarter of 2018, to include housing, employment and mixed-use sites and that the results be used to compile a new Housing and Employment Land Availability Assessment (HELAA). (Previous SHLAA studies can continue to form part of the evidence base, but on a supporting basis).
 - On the basis that the Government intends to introduce a Standardised Methodology for the calculation of housing need, work on the currently known data to disaggregate total need into the need for specific groups within the Northumberland community.
 - Upon receipt of the Peter Brett Associates study on Housing and Economic Growth Options, critically test the justification for an uplift to housing need to support economic growth projections, and most importantly seek to achieve a clear alignment between housing need and economic growth (including the spatial implications).
 - Assess the requirements for the new Local Plan that may arise from the revised NPPF (a consultation draft of which is anticipated at the end of March 2018) and NPPG.

- Take into account the ONS 2016 Sub-National Population Projections (expected in May/June 2018) for the calculation of housing need.
 - Undertake an initial review of the Green Infrastructure Strategy reports to assess their current robustness and validity.
 - Undertake an initial review of the Infrastructure Delivery Plan in order to identify those areas where updated information may be required.
 - Ensure that the forthcoming updated Viability Assessment of the new Local Plan will contain sufficient and robust appraisals of proposed site allocations, in order that they can support the Examination of the Plan and the expected greater focus on viability at that stage in the planning process.
 - Put in place a structured programme of meetings and discussions during 2018 (and alongside the Local Plan timetable) with adjoining authorities, key stakeholders, partners and other agencies in order to establish the basis for a forthcoming Statement of Common Ground on the emerging new Local Plan, the strategic priorities affecting Northumberland and the cross-boundary issues that arise.
- 4.3 This report should be read alongside an accompanying report that we have prepared concerning the proposed Local Plan timetable and its key milestones.

Derek Stebbing

Derek Stebbing
January 2018

Appendix 7

Planning Advisory Service (PAS) report – Northumberland Local Plan: Note on Local Plan timetable and recommendations



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Northumberland Local Plan

Note on Local Plan Timetable and Recommendations

Report by Intelligent Plans and Examinations (IPE) Ltd

Author: Derek Stebbing, BA (Hons) Dip EP MRTPI

23 January 2018

Intelligent Plans and Examinations (IPE) Ltd, Regency Offices, 37 Gay Street, Bath BA1 2NT

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1. Introduction and Background

- 1.1 We have been instructed by the Planning Advisory Service (PAS) to undertake a review and assessment of the timetable and key milestones for the Northumberland Local Plan. This review forms the second part of a commission that has also included a review of the Local Plan evidence base, and which has been the subject of a separate report.
- 1.2 This Note has been prepared by Derek Stebbing, a consultant with Independent Plans and Examinations (IPE) Ltd. He has over 40 years experience in Planning, in both the Public and Private sectors, and he has also been employed by the Planning Inspectorate as a Planning Inspector examining Local Plans. He was Planning Policy Manager at Chelmsford City Council from 1994 to 2016, and was responsible for all of the authority's statutory development plans during that period. In 2015/16, he was a member of the Government-appointed Local Plans Expert Group (LPEG), whose report and recommendations have led to a number of the planning reforms now being introduced by the Government. In his current role with IPE, he has advised a number of authorities on Local Plan progress, and is an Examiner of Neighbourhood Plans.
- 1.3 The background to this commission is that the Council withdrew the Northumberland Local Plan Core Strategy Draft Plan from the Examination process on 7 July 2017, following its earlier formal submission on 7 April 2017. In withdrawing the Core Strategy from the Examination process, Officers were instructed, inter alia, to progress any necessary work to enable the Council to reconsider approval of the Core Strategy for submission to the Secretary of State as soon as possible.
- 1.4 On 16 November 2017, the Secretary of State for Communities and Local Government (as was) wrote to the Council advising that he is considering possible intervention due to the failure to produce a Local Plan in accordance with published timetables and milestones. The letter also states that "I would like to take this opportunity to ask you to outline any exceptional circumstances, by 31st January 2018, which, in your view, justify the failure of your Council to produce a Local Plan. In addition to this explanation, I would like to hear of any measures that the authority has taken, or intends to take, to accelerate plan publication". This commission is in the context of the need for the Council to provide a full response and explanation to the Secretary of State by 31 January 2018.
- 1.5 The Council published an updated Local Development Scheme (LDS) for the period 2017-2020 in November 2017 (which replaced the previous LDS dated November 2016).
- 1.6 The LDS contains the following Local Plan Timetable and Milestones (it should be noted that timings subsequent to submission will be largely out of the Council's control and will need to be updated during the examination process):

Local Plan Timetable and Milestones	
STAGE	DATES
<i>Plan Preparation (Regulation 18)</i> Evidence base work and informal consultation Initial consultation Consultation on draft Local Plan	<i>Summer 2017 - Summer 2018</i> Summer 2017 - Summer 2018 Early Spring 2018 Summer 2018
<i>Publication of Draft Local Plan (Regulation 19)</i>	<i>Winter 2018</i>
<i>Submission of Local Plan (Regulation 22)</i>	<i>Summer 2019</i>
Independent Examination	Winter 2019
<i>Adoption (Regulation 26)</i>	<i>Summer 2020</i>
Post-adoption (Monitoring and Review)	On-going

Note: Key Milestones are in *Bold Italics*

- 1.7 We have had briefing discussions (by telephone) with key Officers of the Council on 12 January and 19 January 2018 in order to define and confirm the scope of the commission, and to agree the timetable for the submission of our report which is required by 23 January 2018 in order to provide an input to the Council's response to the Secretary of State before 31 January 2018.

2. Approach

- 2.1 The approach that we have adopted to this review of the Council's Local Plan Timetable is to recognise, first and foremost, that it is clearly now imperative that the Council can submit its proposed timetable to the Secretary of State with the full confidence that it will be able to adhere to that timetable. This will undoubtedly be the Government's primary expectation. Furthermore, as stated in the letter dated 16 November, 2017, the Government also wishes to hear "*of any measures that the authority has taken, or intends to take, to accelerate plan publication*". This will be a secondary expectation, but nevertheless one that needs to be recognised and one that the Council should, if at all possible, seek to achieve.
- 2.2 The Secretary of State's letter to the Council was probably triggered by the withdrawal of the Core Strategy Draft Plan from the Examination process in July 2017, the Plan having taken over five years up to that point in progressing through its preparation and consultative stages. The withdrawal of the Plan has probably caused frustration with partner bodies and the development industry in Northumberland, and that frustration has

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since been expressed to Government. A further Government expectation, albeit less tangible, will therefore be to seek to reduce any such frustration presently being felt by third parties. This simply reinforces the need for the Council to present a Local Plan Timetable to the Secretary of State that is both achievable and which demonstrates all possible steps are being taken to expedite the process.

- 2.3 The landscape for the preparation of Local Plans changed significantly during 2017, and will further change during 2018, largely through the proposed reforms already announced and progressively being introduced by the Government. Such reforms are being implemented with one overriding objective, namely to speed up the preparation of Plans. These reforms are likely to culminate with the publication of a revised National Planning Policy Framework (NPPF) and updated National Planning Practice Guidance (NPPG) during 2018. The Council should not fall into the trap of citing these reforms as a reason for any further delay. In fact, we take an opposite view. The Council is now in a position where it can demonstrate that it will be “ahead of the curve” and can make a case to Government that it will now produce one of the first Local Plans, at least in the North East of England, that reflects the revised national policy and guidance; responds to the strategic needs of Northumberland and recognises the cross-boundary issues; and puts in place a strategic planning framework that enables subsidiary documents, including detailed Site Allocation documents, Neighbourhood Plans and non-statutory masterplans/planning briefs etc. to be moved forward quickly.
- 2.4 The key message arising from the above is that the new Local Plan should be a strategic plan, with its content framed and shaped accordingly. If the Council, and more importantly the Secretary of State, accept that view, then it should be possible for the Local Plan Timetable to be accelerated, as we consider in Section 3 below.
- 2.5 In preparing this Note, we have taken account of the LDS, the Local Plan Project Plan that has kindly been made available to us by the Council and our key conclusions and recommendations contained in the accompanying report on the review of the Local Plan evidence base. We set out our commentary on the Local Plan Timetable in Section 3, which is followed by our recommendations at Section 4.

3. Commentary

- 3.1 The LDS was published in November 2017, and there is nothing to suggest that it should now be further revised in response to the Secretary of State’s letter. However, the proposed Local Plan Timetable and

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Milestones, as set out at paragraph 1.6 above, suffers from the very familiar issue of not actually being date-specific. It is season-specific, e.g. Winter 2018 (which in meteorological terms extends from December 1st to the end of February, and which in political terms can be even longer). It is well understood why it is desirable to build in some flexibility to planning and project timetables by adopting such a season-based timetable, as the situation can change, and does frequently change, through a range of unexpected factors and situations that emerge, even shortly after a timetable has been published. Local Plan preparation across the country has suffered enormously through the emergence of such “unknown” factors, and unfortunately local government and the planning profession has earned an unwanted reputation that it is not capable of producing Local Plans in a timely way. This was a major factor in the establishment of the Local Plans Expert Group (LPEG) whose principal remit was to make recommendations to Government that would speed up the Local Plan process.

- 3.2 Northumberland’s recently published Local Plan Timetable and Milestones is not sufficiently ‘smart’. As it stands, we believe that the Government may not be convinced that it displays enough visible confidence that it will be achieved. Indeed, as noted above, a view could be taken that it builds in too much flexibility which would be seen by some as scope for potential delay. These are precisely the messages that the Government will not want to hear at this time from any local authority.
- 3.3 Northumberland is in a rather better position than some other authorities. A Draft Core Strategy Local Plan was fully prepared, submitted to the Secretary of State and had reached the point of Examination. The Council’s decision to withdraw the Plan focused on one central issue – the need to undertake a full review of the housing and employment numbers, and strategic land use allocations, required during the Plan period (which was then to be 2011-2031, but which is now 2016-2036). Whilst there were to some extent interdependencies in the Draft Plan with the housing and employment numbers, a proportion of the Draft Plan and its evidence base was not directly affected by this review, and it is reasonable to assume that the Council remains broadly content with those elements of the Plan. In other words, those elements of the Plan should be capable of being refreshed without too much difficulty.
- 3.4 In undertaking our review of the Local Plan evidence base, we adopted the principle that any further evidence work should be proportionate to the fundamental need to maintain, and if possible accelerate, the preparation of the new Northumberland Local Plan. We believe that our key recommendations on that matter will not result in any delay to the published timetable.

- 3.5 We have to accept that a form of Regulation 18 consultation prior to Regulation 19 is likely to be needed where the strategy changes materially, because under common law consultation must meet four basic requirements. First, consultation must be at a time when the proposals are at a formative stage. Second, the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response. Third, adequate time must be given for consideration and response. And finally, the product of consultation must be conscientiously taken into account in finalising any statutory proposals¹. Notwithstanding this, we do consider there is scope for acceleration in 2018. Once housing need has been established for 2016-2036, a single 'Issues and Options' (or probably more accurately 'Options') consultation should be achievable in the May-July 2018 timeframe, subject to how much work can be done on the evidence basis at that juncture. It would not be unreasonable for the Council to set out its preferred position in that document, and we envisage that the forthcoming Peter Brett Associates report will be instrumental in developing options. If that milestone could be achieved, the Publication of a Draft Local Plan (Regulation 19) for consultation could be advanced to the October-December 2018 timeframe, and we believe that to achieve that milestone (i.e. to complete Regulation 19 work by the end of 2018) should be a key corporate objective for the Council. A proportionate view will need to be taken in terms of the requirements of the evidence base for the 'Issues and Options' consultation, as discussed in our accompanying report, but further detailed work can certainly proceed throughout the Regulation 18 timeframe and also up to the commencement of Regulation 19 consultation.
- 3.6 If that milestone can be achieved, there is considerable scope for accelerating the programme during 2019. We believe that the Submission of the Local Plan (Regulation 22) could then be achieved in the May-July 2019 timeframe, leading to the Examination in Autumn 2019. Unfortunately, a number of Local Plan Examinations across the country are now becoming protracted through suspensions, and the need for authorities to undertake further work. Clearly, we hope that this would not occur in Northumberland, and there is no reason, from everything that we have seen, to suggest that it would occur. But, we cannot rule out the Inspector identifying some matters upon which he/she might not be satisfied. In 2019, as the Submission of the Plan approaches, we would advise the Council to seek some independent advice on any potential risks that may exist on any aspect of the document and its supporting evidence, i.e. to "de-risk" the Examination process. At present, we have every reason to believe, subject to the evidence received, that the Plan could be Adopted within the timeframe May-July 2020.

¹ See *R(Moseley) v Haringey Borough Council* [2014] UKSC 561 WLR 3947 per Lord Wilson JSC at paragraph 25 following *R v Brent London Borough Council ex p Gunning* (1985) 84 LGR 168 per Hodgson J at p 189: www.bailii.org/uk/cases/UKSC/2014/56.html

- 3.7 If the Council considers that our assessment, as set out above, is realistic and achievable in the context of its resources, its democratic processes (i.e. Working Group/Committee/Council timetable) and its various internal and external (stakeholder/partner) consultation requirements, then we believe that a 'smart' Local Plan Timetable, with fixed milestone dates e.g. "*will be completed by 31 July, 2018*", can be prepared, firstly for discussion with Councillors and the Secretary of State for Housing, Communities and Local Government, and then secondly as the basis for a revised Project Plan. If confirmed, the published LDS could then be updated and enhanced, for the benefit of residents, stakeholders, etc., and this may be a Ministry of Housing, Communities and Local Government (MHCLG) requirement.
- 3.8 Whilst this Note only addresses the Local Plan Timetable, the implications that flow through for the Local Plan work programme are of course considerable. A culture will need to be developed within the Council, with external partners and with consultants working on the Plan, where all accept that there is little or no room for flexibility on the completion of tasks. A "de-risking" approach to delay must be adopted from the outset. If an unexpected situation emerges, for example if a member of staff leaves or a Working Group meeting is cancelled, contingency arrangements must be put in place without delay. We are sure that MHCLG will be monitoring progress during the next year or so, with even more scrutiny than they already do. In short, the Local Plan should become one of the Council's immediate corporate priorities.
- 3.9 To guide this programme, we suggest that a simplified Project Plan is prepared. The current Project Plan is, through necessity, complex. This is by no means unusual, as few people, even some Government officials and politicians, fully understand the diverse workstreams that come together to produce a Local Plan. Anecdotally, we have heard it described as being similar to the wiring diagram of a modern car. There is a danger that a Project Plan can become "over-engineered". We believe that a simpler plan is necessary for everybody involved, at least for the next year, which identifies the key tasks, the clear final deadlines for the completion of those tasks, the persons/agencies directly responsible and the reporting mechanisms for the "sign off" of tasks.
- 3.10 From everything that we have seen, we see absolutely no reason why Northumberland County Council will be unable to achieve the preparation of its new Local Plan in the timeframes that we have discussed above. Clearly, we do not have the benefit of a complete understanding of local factors, including the "politics" of the Local Plan, and this Note is written from an entirely independent perspective. Nevertheless, we believe that the Note does provide a basis for the preparation of the Council's submissions to the Secretary of State by 31 January, and the Note does reflect good practice elsewhere in the country.

4. Conclusions and Recommendations

- 4.1 We have undertaken a review and assessment of the Northumberland Local Plan Timetable and Milestones, as contained in the current LDS dated November 2017. We have also taken into account the conclusions and recommendations that are contained in our accompanying report on the review of the Local Plan evidence base.
- 4.2 Our commentary on the key factors affecting the Local Plan Timetable is set out in Section 3 above, and this leads us to make the following recommendations:
- That no amendments be made at the present time to the published timetable.
 - That the Council give consideration to our suggestions for achieving some acceleration to the Local Plan Timetable, and consider whether those suggestions are achievable within the Council's resources.
 - That a 'smart' Local Plan Timetable be prepared which is date-specific, at least for 2018 and the first half of 2019, identifying as a minimum the milestone dates for the completion of Regulations 18, 19 and 22 stages, and that this timetable be made available to MHCLG for discussion.
 - That, if accepted by MHCLG, the published LDS be updated and enhanced for public and stakeholder information.
 - That a simpler Project Plan be prepared, to be guided by the 'smart' Local Plan Timetable, to identify the key accountabilities for the completion of tasks and the final deadlines for their completion.
 - That the Council's senior management team and key politicians recognise the immediate corporate priority of the Local Plan, and that a corporate approach to "de-risking" the process be adopted, not only internally within the Council but also externally with partners and consultancies working for the Council.
- 4.3 This report should be read alongside our accompanying report on the review of the Local Plan evidence base.

Derek Stebbing

Derek Stebbing
January 2018

Appendix 8

Email from The Planning Inspectorate regarding the Northumberland Local Plan

RE: Northumberland Local Plan

1 message

Bartkowiak, Bart <Bart.Bartkowiak@pins.gsi.gov.uk>
To: Joan Sanderson <joan.sanderson@northumberland.gov.uk>
Cc: "Davies, Stephen" <Stephen.Davies@pins.gsi.gov.uk>

24 November 2017 at 11:19

Hi Joan

Following our telephone conversation I can confirm that we do provide the advisory visits service but they usually occur shortly before the plan enters the committee cycle at reg 19. I have put myself a reminder to call you in six months time in order to check the progress of the plan preparation and discuss the possible dates for inspector's visit.

Regards

Bart

From: Joan Sanderson [mailto:joan.sanderson@northumberland.gov.uk]
Sent: 24 November 2017 10:05
To: Bartkowiak, Bart
Cc: Ketley, Mark
Subject: Northumberland Local Plan

Dear Bart

I hope you are well. I am e-mailing to update you on progress with the Northumberland Local Plan and to obtain advice on when it would be appropriate to request a visit by a Senior Inspector from PINS.

Following the withdrawal of the Northumberland Core Strategy from examination in July, yesterday the Council approved a new Local Development Scheme. The LDS has now been published on the Council's website at the following link:

<http://www.northumberland.gov.uk/Planning/Planning-policy/Plan.aspx>

A while ago PINS offered Senior Inspector visits for Local Planning Authorities in advance of the submission of their Local Plan. I would be grateful if you could advise if PINS still offer this service, and if so, we would like to take up this offer. I would also be grateful if you could advise on when would be the best time for this to happen, taking into account our timetable set out in the LDS.

In relation to last week's DCLG announcement on intervention, we look forward to working closely with DCLG in the coming weeks and we are already in the process of preparing a response to the Secretary of State's letter to the Council Leader.

I look forward to hearing from you regarding the issue of a Senior Inspector visit. In the meantime, should you wish to discuss anything further with me please do not hesitate to contact me.

Regards

Joan

Joan Sanderson
Senior Planning Manager (Planning Policy)
Planning Services
Planning and Economy
Northumberland County Council
County Hall
Morpeth
Northumberland
NE61 2EF
Tel: 01670 623626
E-mail: Joan.Sanderson@northumberland.gov.uk
Website: <http://www.northumberland.gov.uk>



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Appendix 9

Design Quality Fund Expression of Interest

Design Quality Fund Expression of Interest

Lead authority	Northumberland County Council	
Partners involved (where applicable)		
Senior sign-off	Councillor John Riddle Portfolio Holder for Planning, Housing and Resilience	
Funding being applied for	2017-18	2018-19
	£120,000	£105,000
<p><u>Summary of proposal</u> (please describe how this award will help fill the identified gap in the design resource available to the local authority, and how it will raise the quality of new planned development)</p> <p>The drive to deliver Northumberland County Council's growth strategy means prioritising design in order to deliver high volume development without sacrificing quality. In recent years, Northumberland has experienced a significant increase in the volume of housing proposals through planning applications and continued growth is supported through the emerging Local Plan. Ensuring good design within this context and the resources available clearly represents a challenge.</p> <p>In July 2017 the Council's Planning Service presented to Members a proposal to redress the current approach to the design of new developments. The presentation (Appendix A) summarised stakeholder research acquired in collaboration with design consultants, Gensler, and set out a strategy to maximise the effectiveness of the Council's approach to design. The Council subsequently initiated a programme, Live by Design, to instigate significant long-term improvements to the Planning Service in relation to design. Appendices B and C provide an overview of the programme objectives and project areas.</p> <p>The programme is based on strengthening available resources, a key challenge identified through a recent skills and process audit. The benefits dependency map (Appendix D) demonstrates how the identified project areas will address and raise the quality of design. The proposed funding, in conjunction with Council matched funding, would support the initiation and delivery of the following programme components:</p> <ul style="list-style-type: none"> • Coordinating and strengthening existing design knowledge and skills • Additional specialist design resource • Online design hub and toolkit • Training programme • Clear and consistent design expectations • Raising the profile of design • Effective and timely process for design assessment and engagement • Framework/Tools for monitoring design quality and assessments 		

Description of pipeline of schemes requiring dedicated urban design/ masterplanning skills:

There are currently two strategic housing sites in Northumberland with outline planning permission for significant numbers of units that would benefit from dedicated urban design resource and masterplanning skills. These are:

- Cramlington South West Sector - A number of outline permissions are in place for the construction of approximately 2,500 homes by four developers representing significant design challenges in the creation of a new community.
- Former St Georges Hospital, Morpeth - An outline permission has been granted for up to 875 homes, local centre and new school on land owned by the Homes & Communities Agency which, when combined with an existing permission for 375 homes currently being implemented, will create a new self-contained community on the edge of Morpeth.

Completions and Supply

Northumberland has experienced a significant increase in housing completions in recent years:

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Completions	558	621	559	1,447	991	1,531

The Northumberland Five Year Housing Land Supply position 2017-2022 demonstrated a deliverable supply of housing land equivalent to 6.5 years (129%). The supply position shows that the recent uplift in housing delivery in Northumberland is expected to continue with an average of 1823 units per annum of deliverable supply available over the next five year period. Currently in Northumberland there are more than 13,000 dwellings that benefit from planning permission and there are over 8,000 dwellings on applications in the planning system awaiting determination, with more than 5,000 of these already “minded to approve” by Committee.

Given the scale of development expected in Northumberland it is important to ensure that the Planning Service is able to determine applications efficiently without sacrificing design quality. The Council are seeking to ensure, through its Live by Design initiative, that the high volume of housing being delivered within Northumberland leaves a lasting legacy of well-designed places.

Local Plan

The Council is currently drafting a new Local Plan which will include land use allocations for development up to 2036. It is well established that early intervention in design is paramount in order to achieve high quality outcomes therefore it would be extremely beneficial to masterplan or design code sites through the Local Plan process, with input from communities through design charrettes.

There is not currently sufficient or appropriately skilled resource within the Planning Service to masterplan sites in accordance with the Local Development Scheme timetable. A dedicated Design Officer post would allow the Council to set a clear design framework through adopting masterplans for allocated sites in the Local Plan. Critical independent review of masterplans through Design Council Cade would also ensure that proposals are deliverable and of a high standard.

Specific activities and timetables (including a breakdown of activities, milestones and profile of expenditure)

Northumberland County Council's design initiative, Live by Design, has undergone much preliminary research, engagement and programme planning in the 12 months prior to submission of this application. The Council is currently preparing for an internal launch of the initiative in May 2018 with a full external launch scheduled for November 2018. Funding would provide essential external design resource from Design Council Cade, and design consultants Gensler, required to deliver the programme and would also support additional internal resource, design training and development of a design assessment tool.

Appendix C provides more information about key project areas.

Timeline and Milestones

The Live by Design programme is structured around five key milestones:

1. Completion of Live by Design Blueprint (complete November 2017)
2. Internal Launch (May 2018)
3. External Launch (November 2018)
4. Year Review (November 2019)
5. Local Plan Adoption (Summer 2020)

A process diagram and the programme schedule are set out in Appendices E and F.

Expenditure to Date

Enablers	Expenditure
Live by Design Blueprint	
Research and engagement (complete)	£42,000 (Gensler fees) <i>Plus officer time</i>
Live by Design identity, values and strategy (complete)	£30,000 (Gensler fees) <i>Plus officer time</i>

Remaining Expenditure for 2017/2018

Council funding will deliver:

Enablers	Expenditure
Live by Design Campaign	
Preparation internal launch events	Officer time
People, Skills and Engagement	
Northumberland Design Advice Panel (NDAP) trial schemes	Design Council fees
NDAP existing design policy review	
Design discussion guide	Officer time
Review stakeholder design engagement methods	
Recognising and Promoting Good Design	
Design award proposal	Officer time
Policy, Guidance and Tools	
Design policy/SPD outline	Officer time
Design assessment tool prototype	
Design Toolbox (website)	
Mechanisms and Monitoring	
Review design assessment process	Officer time

Design Quality Fund will deliver:

Enablers	Expenditure
Live by Design Campaign	£120,000 (Gensler fee proposal)
Visioning document	
Design hub (website)	
Induction training programme and guides/workshops	
Change management programme	
Design Champion training	
People, Skills and Engagement	
Change onboarding exercises	

Expenditure 2018/2019

Council funding will deliver:

Enablers	Expenditure
Live by Design Campaign	
Internal and external launch events, materials and consultation	Officer time, Gensler fees, printing, event costs
External Live by Design guide	
People, Skills and Engagement	
NDAP annual management (individual design reviews paid by applicant)	Design Council fees
Internal Design Panel - design surgeries and assessment	Officer time (excluding new post)
Planning application engagement protocols	Officer time
Training programme	Officer time, external design training
Recognising and Promoting Good Design	
Launch design award	Event, panel
Policy, Guidance and Tools	
Design policy/SPD drafting	Officer time
Neighbourhood planning design policy guidance	
Mechanisms and Monitoring	
Implement design assessment process and quarterly monitoring	Officer time
Design audit	

Design Quality Fund will deliver:

Enablers	Expenditure
People, Skills and Engagement	
NDAP one-off set up cost	£10,000 (Design Council fees)
NDAP year review	£6000 (Design Council fees)
NDAP Planning Service design assessment training	£11,500 (Design Council fees)
Resource to lead design surgeries, design engagement, design assessment and allocations masterplanning	£45,000 (Design Officer post, includes all on-costs)
Contribution towards design training programme	£5,000 (approx day training course for 15 officers or 3 group training events)
Policy, Guidance and Tools	
Local Plan allocations masterplanning	Design Officer post (expenditure above)
NDAP emerging design policy/SPD review	£17,500 (Design Council fees, outline and Pre-Submission review)
Create Design Assessment Tool	£10,000 (external consultants to be commissioned)

Impacts expected from funding (including description of outputs and outcomes you expect to achieve, and how they will be measured)

Funding would provide the additional specialist resource needed in the short-term to deliver significant long-term service improvement in matters of design quality for new developments. The additional support would help to build the tools, skills, policies, processes and awareness needed to develop a Planning service in Northumberland that prioritises and secures the delivery of high quality design outcomes.

Appendix D summarises the relationship between the objectives, enablers, outputs, outcomes and benefits of the Live by Design programme overall.

Outputs secured through Design Quality Fund:

- Visioning document
- Online design hub
- Induction training/guides/workshops
- Change management programme
- Design Champion training
- Change onboarding exercises
- Design advice panel year review
- Planning Service design training
- Design policy and SPD review/advice
- Internal design surgeries and design assessment
- Stakeholder design engagement
- Local Plan allocations masterplanning

Outcomes

- Greater awareness and advocacy for design matters
- Design-conscious officers with the support, tools and knowledge to drive good design
- Dedicated internal design expertise and effective use of existing design knowledge and skills within the planning team
- Re-engaged stakeholders and improved relationship with communities
- Effective, early collaboration with applicants and stakeholders established
- Consistent and coherent decision-making
- Efficient and effective approach to design matters
- Clear and consistent design expectations

Measuring Outcomes

- Quarterly programme board meetings to review progress
- Internal and external consultation/engagement
- Piloting and reviewing enablers against outcomes
- Independent review by Design Council
- Monitoring design assessment through use of design tool which will generate reports
- Year review of programme against outcomes
- Annual design audit

Assurance that there is strong commitment to a step change in the design quality of new development, and that any award will be spent in accordance with the award profile (please outline joint working arrangements in place, or envisaged, and confirm how you will ensure the money is spend as outlined)

The Council has demonstrated its firm commitment to a step change in design quality through its investment in developing the Live by Design initiative over the past year. Senior Council management and elected Members fully endorse the initiative and are committed to its delivery (Appendix G).

In order to ensure that the programme is informed by specialist design knowledge, and in light of the gap in expert resource within the Planning Service, the Council has been working with external design consultants Gensler since January 2017. The programme relies heavily on retaining the services of Gensler in the short term to develop the in-house expertise, tools, guidance and training required to implement Live by Design.

In order to secure practical ongoing design support, the Council established contact with Design Council Cabi in October 2017 and is currently working towards setting up a Northumberland Design Advice Panel. In addition to providing independent design reviews, the Council will, with funding support, employ the panel to independently assess emerging design policies, deliver design training for the Planning Service, and provide a year review to highlight strategic recommendations.

The funding would finance the support of Gensler and Design Council Cabi in alignment with the fee proposals already drafted by both organisations therefore representing accurate proposed expenditure. The remainder of the funding would provide a Design Officer post, design training and the development of a design assessment tool, all of which are supported by senior Council management and elected Members (Appendix G).

Assessment of risks to achieving the objectives of the proposal (please list your top three risks and mitigating actions)

Lack of funding/resources

Although the Council has committed funding towards the Live by Design initiative and would be able to support the long-term business changes introduced, additional financial support is required for one-off set up costs to implement the programme. There is a clear risk that without the Design Quality Fund support, the Council would not have the specialist design resource needed to ensure the programme is delivered in its entirety. In order to mitigate this risk the Council may have to seek other funding sources which would delay delivery of the initiative.

Delayed implementation of the programme

Given the significant increase in the volume of housing applications and that the Council will consult on a full draft of the emerging Local Plan in Summer 2018, it is imperative that the Live by Design initiative is implemented as soon as possible. In order to mitigate this risk the Council is seeking support through the Design Quality Fund to secure delivery of Live by Design in line with the programme schedule.

Resistance from stakeholders

From the initial stakeholder research carried out by Gensler, the Council identified a key risk to delivering better quality design to be resistance from stakeholders, in particular developers and communities. The programme therefore seeks to mitigate this risk in the following ways:

- Incentivising good design through scheme promotion and design award;
- Active early stakeholder design engagement;
- Strengthening internal systems through an internal launch and piloting phase before it is launched externally; and
- Consultation (internal and external launches) to gauge response and incorporate stakeholder recommendations.

Does your bid rely on, or align with, other funding or initiatives from Government?

For example, are you part of housing deal negotiations, or have bid for Housing Infrastructure Fund money?

The bid does not rely on or align with other funding from Government at the present time. However, as identified in the risks section above, additional financial support is required key to the successful implementation of the full Live By Design programme. Without the Design Quality Fund support, the Council would not have the specialist design resource needed to ensure the programme is delivered in its entirety.

In supporting the Council's housing and economic growth strategy by prioritising design in order to deliver high volume development without sacrificing quality, this proposal firmly aligns with wider regional and sub-regional objectives. On 22 November 2017 the Chancellor of the Exchequer announced to Parliament in his budget statement that the Government was minded to enter into a devolution deal with the North of Tyne Authorities (Northumberland County Council, Newcastle City Council and North Tyneside Council) under which they will benefit from £600 million of new Government investment to spend on local priorities to boost growth together with a range of devolved powers. The proposed devolution deal was officially launched on 24 November 2017.

The North of Tyne 'minded-to' Devolution Deal sets out the headline terms of the proposed deal which will support the North of Tyne in delivering an ambitious vision for the social and economic prosperity and wellbeing of its communities. The minded-to Deal will continue to support strong working between the three local authorities, as well as with the North East Local Enterprise Partnership and beyond, in the shared pursuit of greater productivity and economic growth. As part of the minded-to Deal, the North of Tyne Combined Authority will accelerate the delivery of an ambitious target for new homes. Design is absolutely key to the successful delivery of the housing and economic growth agenda across the North of Tyne area and the Council's Live By Design initiative would place Northumberland firmly at the forefront of the design challenge.

Appendix 9A

Presentation – Design vision for Northumberland

A Design Vision for Northumberland

NORTHUMBERLAND
COUNTY COUNCIL

Gensler

Explore

Online questionnaire

1-2-1 Interviews

Vision Workshop

Define

How do we communicate our initiative

Create a vision we can all buy into

How do we communicate through our values

Deliver

Create a framework for implementation

Outline key strategies and priorities
for adoption

Explore

Online questionnaire

1-2-1 Interviews

Vision Workshop

Explore

Representing Northumberland

Key Characteristics

Peaceful
Welcoming

Affordable

Historic

Connected

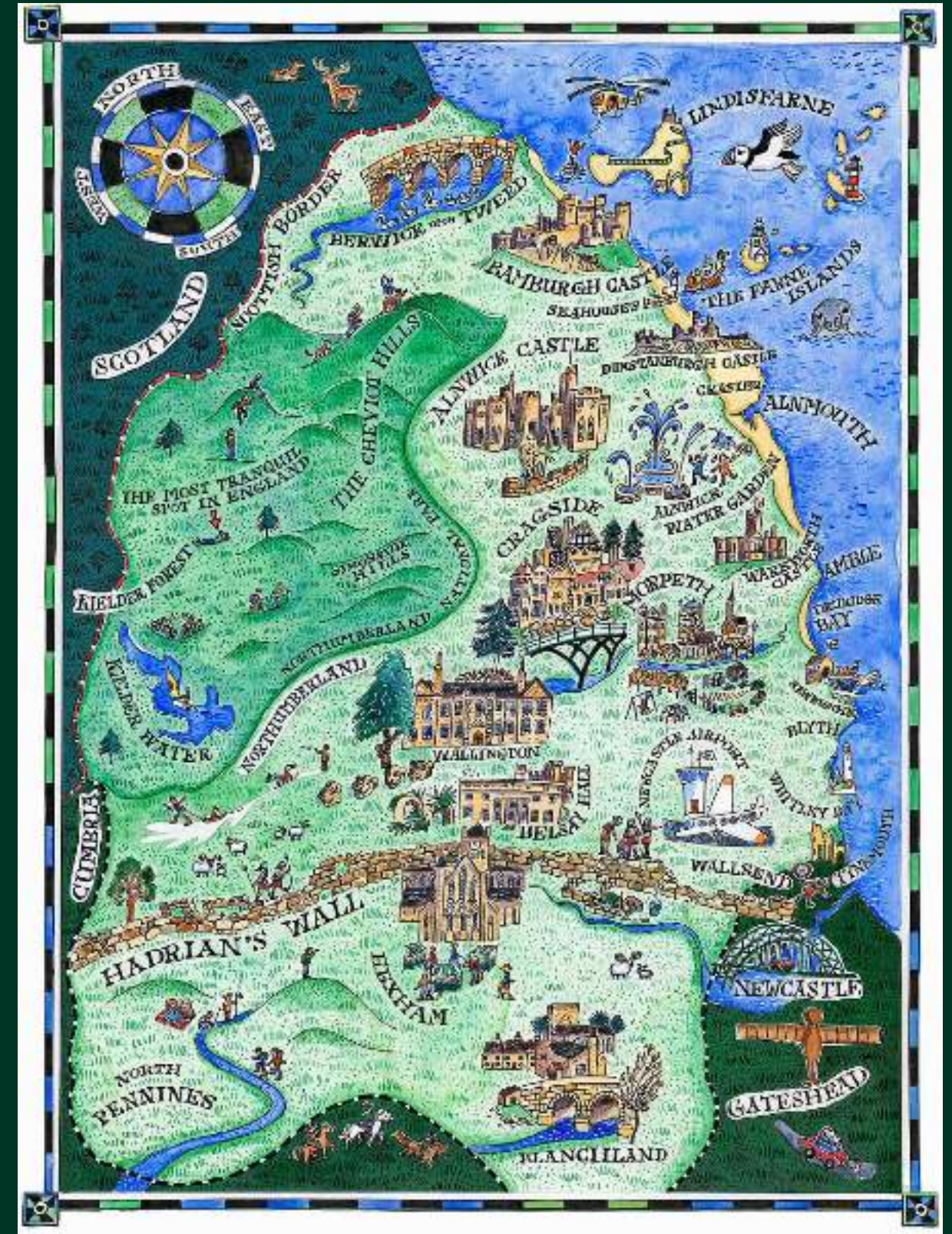
Safe

Diverse

Sustainable

Innovative

Independent Spirit



Explore

Diversity of place



Diversity of settlement





Why Northumberland? –Quality of life

Explore

Sky

Sea

Why Northumberland? –Attractiveness

Beach

Green

Why Northumberland? – Sense of community



Issues with recent developments

- Communications
- Quality of design
- Vision/aspiration

Explore

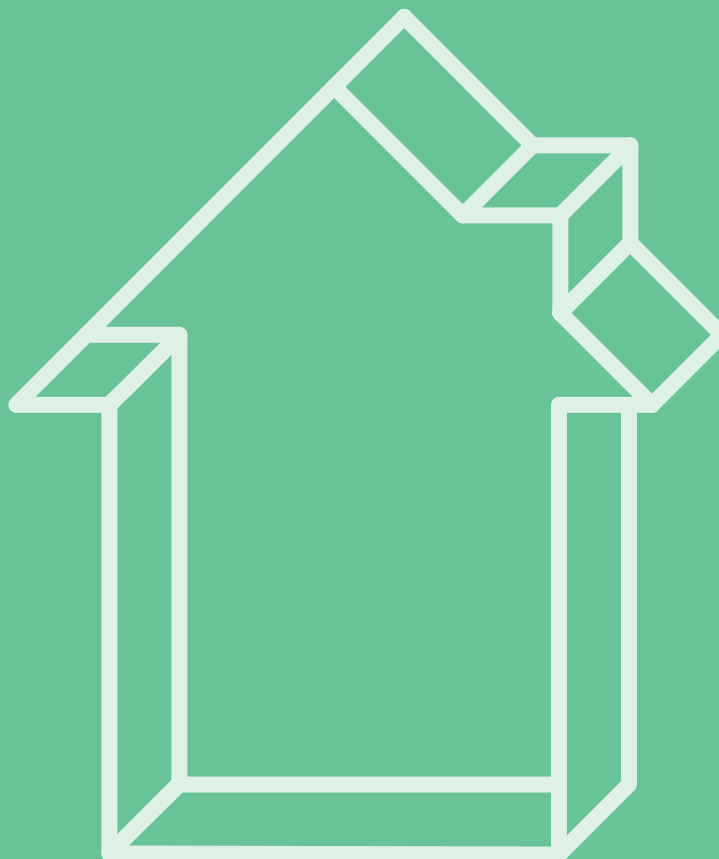
Guarded approach to change

Hexham 1952

No1: Responds to the character of the county and the area*

*On-line survey – main requirement for new developments

“There’s so much
demand that you
can build anything”



The kids have left home and Northumberland

Value in place making and identity

- Don't see the value in place making
- It's not guaranteed in monetary terms
- Looking for short term financial gain
- No time to accrue extra value

Incentive for developers to realise the value of place making?

- Faster Planning Approval
- Higher market value
- Stronger demand from buyers
- Build their own brand reputation



Raising buyers expectations

Harmonious placemaking
within existing villages/towns,
for small projects.

Creating well thought out
identities, for new large
scale developments.

Early community engagement & encourage community integration through design...

Limited awareness
of a county vision...
If it exists, it's not
strongly articulated.

Drivers for change

- Enhance perception of Northumberland
- Inspire better design
- Raise design standards
- Protection of heritage
- Community strengthening
- Community creation
- Employment stimulation
- Public transport connections

Opportunity for a County Design Vision...



Define

How do we communicate our initiative?

Create a vision we can all buy into?

How do we communicate through our values?

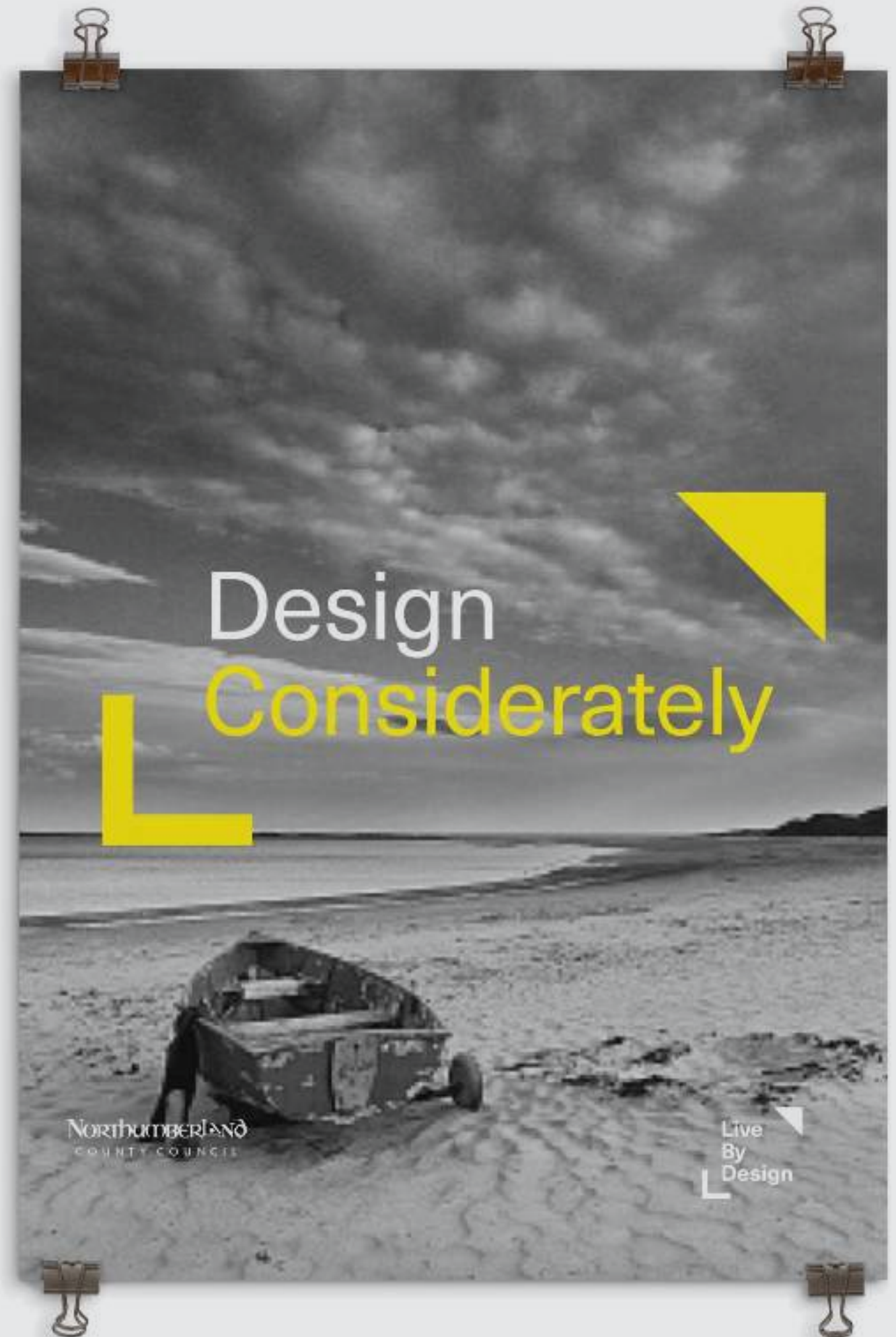
Brand idea Live By Design.

Our Vision

We drive design at the heart of all we do. We create places and lifestyles where people feel a sense of belonging and pride. We use design as a tool to connect communities and enhance the unique characteristics of our county. Collectively we build a better Northumberland.

We Live By Design.

Live By Design





Our Values



Design by People (You)

Design considerately, with people and for the benefit of people in order to enrich lives, social networks and communities.

Design by People

Purpose

- **Community**
Creating and enriching social networks
- **Social Infrastructure**
Connecting people to services and facilities
- **Diversity**
Embracing and enabling all
- **Wellbeing**
Enhancing lifestyle and quality of life
- **Social Adaptability**
Providing choice and support
as people change

Design by Place (Your Space)

Design perceptively, in response to the unique qualities of place and the potential of new places in order to enhance identity and purpose.



Design by Place

Purpose

- **Local Distinctiveness**

Preserving and enhancing the unique character of places

- **Physical Infrastructure**

Connecting places and resources

- **Form**

Integrating and coordinating
spaces effectively

- **Beauty**

Enriching the aesthetic enjoyment of places

- **Longevity**

Ensuring that places are built to last

Design by Planet (Your World)

Design responsibly, limit footprint on the planet and respect our ecosystems in order to protect the environment and build resilience



Design by Planet Purpose

- **Climate**
Limiting impact on the climate and the planet's ecosystems
- **Resources**
Managing resources efficiently and effectively
- **Biodiversity**
Preserving and enhancing wildlife
- **Waste**
Diminishing waste and discouraging wastefulness
- **Resilience**
Remaining stable in changing external conditions

Deliver

Create a framework for implementation
Outline key strategies and priorities
for adoption

Benefits:

- Shared aspirations, values and approach
- Re-engaged workforce and external stakeholders
- Consistent, clear and focused expectations

Approach:

4 key strategies

- Campaign
- Culture
- Collaboration
- Management

Campaign

Raising awareness of our pledge to prioritise design and encouraging individuals to engage with the 'Live by Design' initiative.



Benefits:

- Greater awareness and advocacy for design initiative both internally and externally
- Improved channels of communication to build relationships and trust
- Improved reputation as quality becomes associated with the brand

Approach:

- Developing media to promote the Live by Design initiative and associated brand
- Launching initiative internally and raising awareness within the organisation.
- Launching the initiative externally creating channels for communication

Next steps:

Define and prepare appropriate mechanisms to build and launch the Vision internally, including:

- Workshops
- Presentations
- E-learning and Comms
- Booklets/Guides
- Champions
- Print/Digital Media

Culture

Changing the way we as an organisation think about and approach the design of development.

Benefits:

- Perceptive and design-conscious officers with the tools and knowledge to drive good design
- Motivated and confident officers who feel supported and are enthusiastic about driving good design
- Effective and efficient use of existing design knowledge and skills within the planning team

Approach:

- Introducing the Live by Design vision internally and implementing measures to encourage cultural transition
- Providing support for officers to tackle design matters
- Harnessing and improving knowledge and skills in the planning department

Next Steps:

Coordinate existing in-house skills and establish tools for implementing the Live by Design approach internally, such as:

- Dedicated officers
- Design Panel deferrals
- Design Surgeries
- Guidance
- Design tools
- Online training
- Annual post development reviews

Collaboration

Working with stakeholders and building partnerships to secure investment in good design.

Benefits:

- Re-engaged stakeholders and improved relationship with communities
- Effective and mutually beneficial partnerships established and increased external investment in good design
- Improved reputation and trust in the Council

Approach:

- Opening lines of communication, engagement and opportunities for partnership building
- Improving transparency and setting out clear expectations for good design
- Promoting and incentivising good design

Next Steps:

Establishing more effective pathways to engaging external stakeholders and achieving greater cooperation, including:

- Pre-application discussions
- Independent design review
- Design briefs
- Clear policy and guidance
- Design tools
- Awards and promotion

Management

Implementing procedures and coordinating leadership to facilitate effective delivery of good design.

Benefits:

- Consistent and coherent decision-making
- Efficient and effective approach to design matters
- Resilience against planning appeals and general resistance to delivering good design

Approach:

- Demonstrating a clear commitment to good design through strong leadership and decision making
- Implementing a robust policy framework
- Introducing effective development management and monitoring procedures and mechanisms

Next Steps:

Outline a blueprint for delivering the Live by Design Vision, detailing projects, procedures and mechanisms for making the necessary transformation to the department. This may include:

- Training procedures
- Triggers for design review
- Refocusing team resource
- Pre-application procedures
- Validation procedures
- Design audit



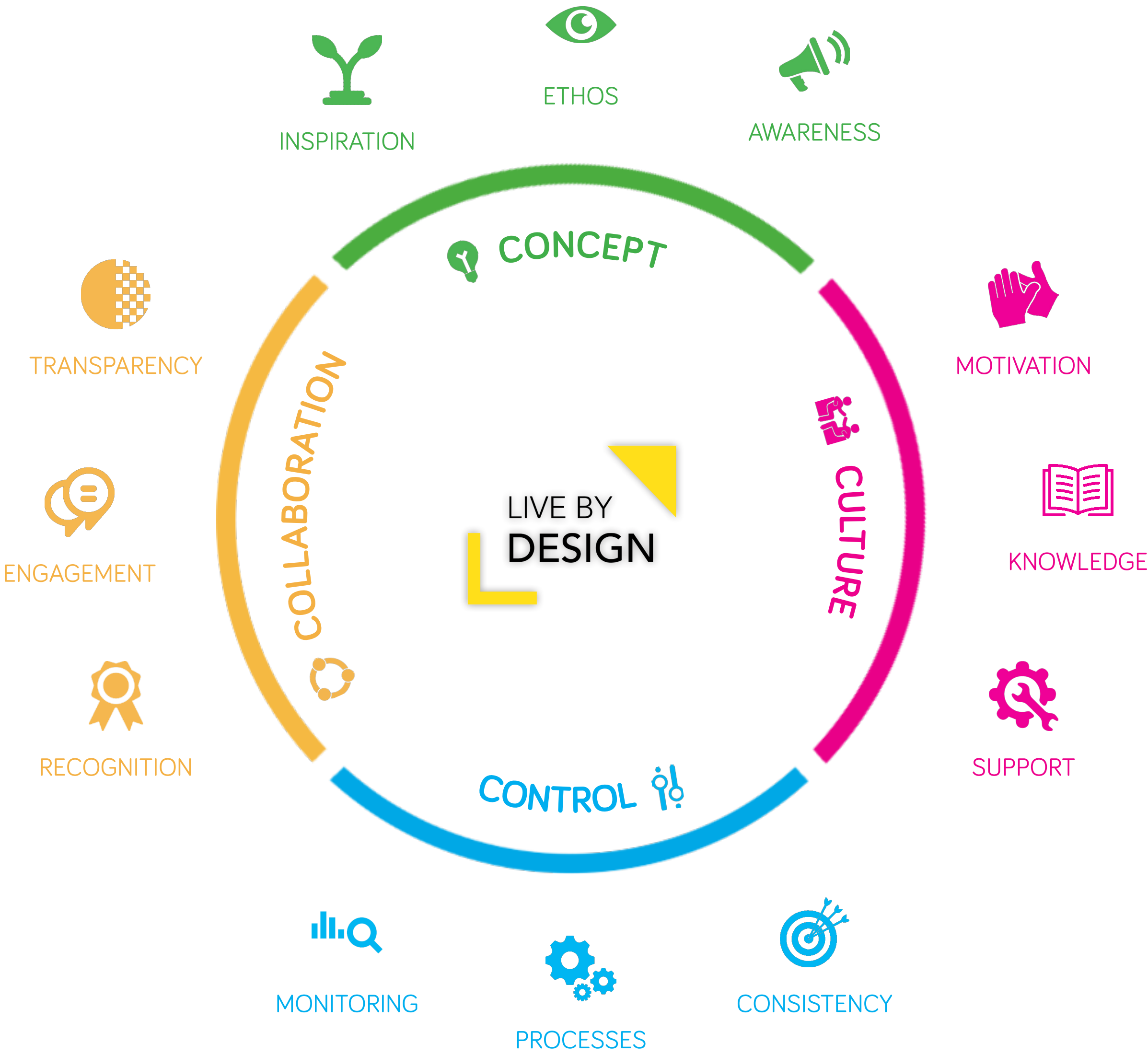
Live By Design

Thank you &
we welcome
any questions?

Appendix 9B

Live by Design – Programme objectives

PROGRAMME OBJECTIVES



DEFINITIONS

- C** | CONCEPT: A guiding purpose and focus
- C** | CULTURE: Internal attitude and capability
- C** | COLLABORATION: Working with external stakeholders
- C** | CONTROL: Managing and monitoring performance

OBJECTIVES

- 1** | Adopt and promote the Live by Design ethos as a collective focus for change
- 2** | Harness internal design knowledge and cultivate a design-conscious environment
- 3** | Engage stakeholders to secure investment in design and enrich design outcomes
- 4** | Establish a procedural framework to support the practical delivery of good design

Appendix 9C

Live by design – Project areas

THE SIX KEY PROJECT AREAS

LIVE BY DESIGN BLUEPRINT

Developing the Live by Design identity and setting out a clear ethos to guide the initiative. Focuses on establishing a set of shared goals, a common language and a distinct visual identity.

01

- Vision, Values & Priorities
- Brand Development
- Strategy to Deliver Change



LIVE BY DESIGN CAMPAIGN

Raising awareness and inspiring change through a campaign targetting our organisation and our external stakeholders. Focuses on delivering tools and events to launch and support the initiative.

02

- Internal and External Launch
- Visioning Document
- Induction Training & Workshops
- Website & Visual Media



PEOPLE, SKILLS AND ENGAGEMENT

Harnessing and strengthening design skills within the council and establishing effective ways of engaging stakeholders. Focuses on coordinating resources, providing support for officers and creating a more structured engagement process.

03

- Design Champions
- Skills Audit & Training Programme
- Stakeholder Engagement Protocols
- Design Briefs & Design Charrettes
- Design Review Panels & Surgeries
- Post-Occupancy Surveys



RECOGNISING AND PROMOTING DESIGN

Establishing a system of reward and recognition to raise awareness of and to incentivise good design. Focuses on identifying good design and promoting schemes through awards and news blogs.

04

- Design Award
- Design Standard
- News Blog of Good & Exemplary Schemes

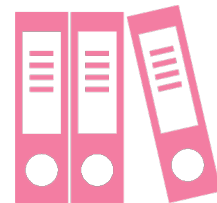


POLICY GUIDANCE AND TOOLS

Setting out clear expectations for design through the Development Plan and providing the right tools to assess and guide design development. Focuses on adopting design policies, guidance and creating a design toolbox.

05

- Design Policy Framework & SPD
- Design Toolbox & Design Assessment Tool
- Design Policy Support for Neighbourhood Planning

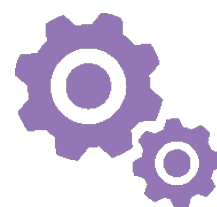


MECHANISMS AND MONITORING

Implementing effective processes to manage and monitor the design of development. Focuses on developing a procedural framework for design assessment and monitoring.

06

- Design Audit & Performance Monitoring
- Review of Validation Procedures and Triggers
- Procedural Framework for Addressing Design



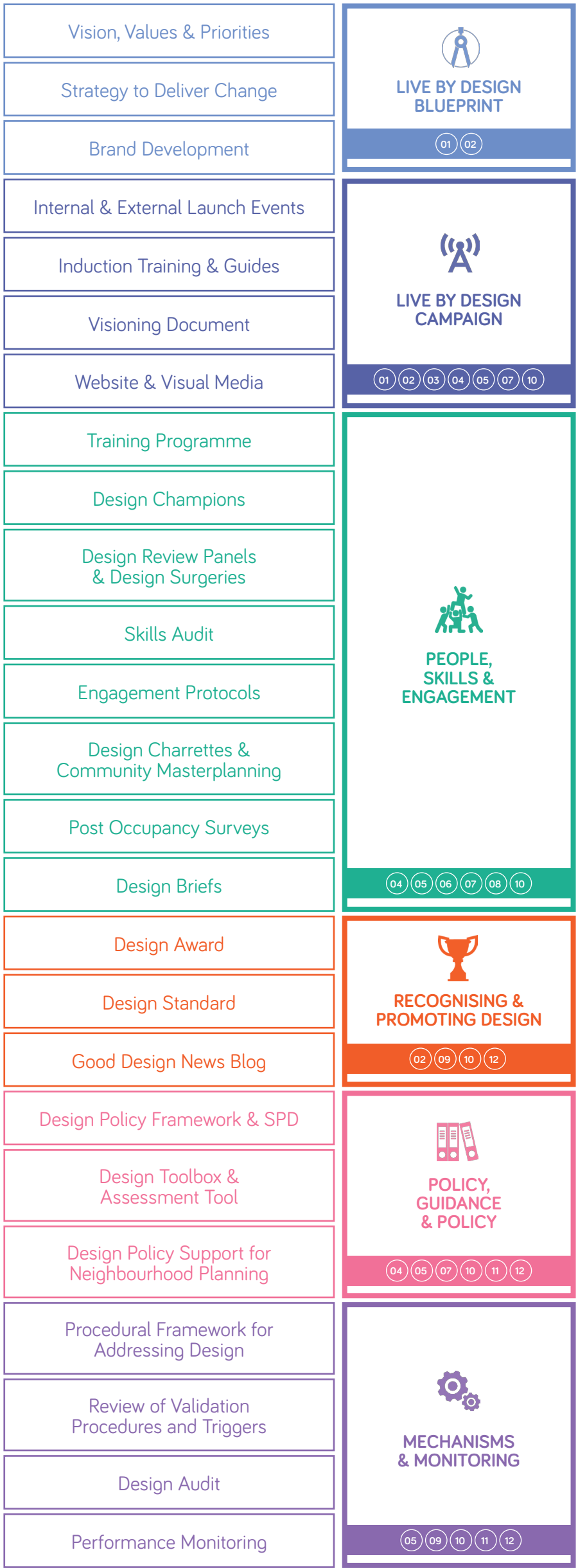
Appendix 9D

Live by Design – Benefits dependency map

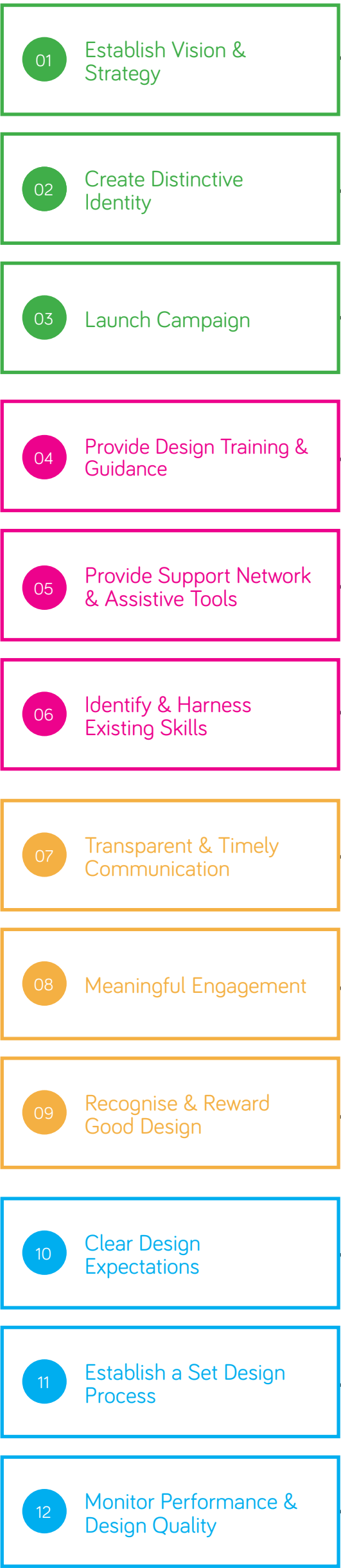
BENEFITS DEPENDENCY MAP

WHY?

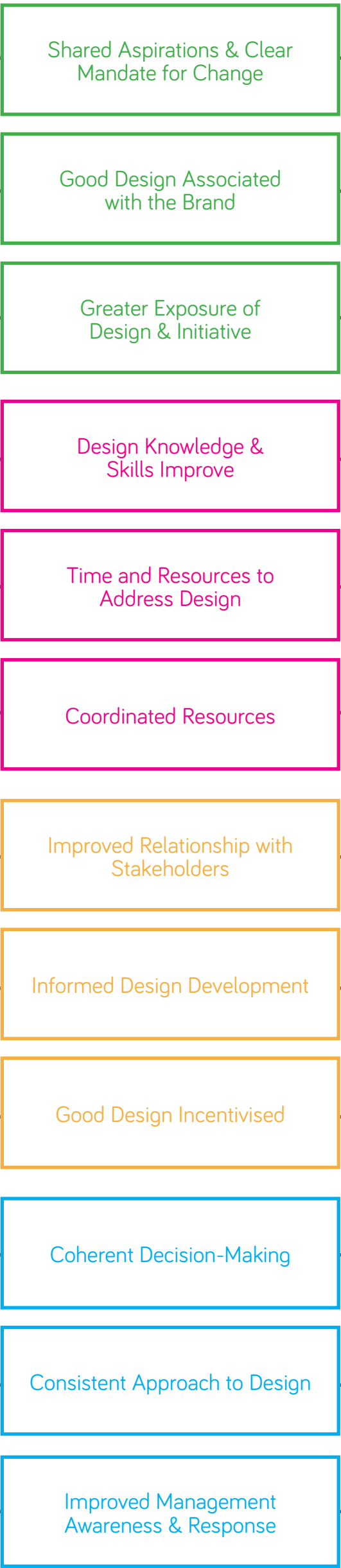
PROJECT / ENABLER



BUSINESS CHANGE



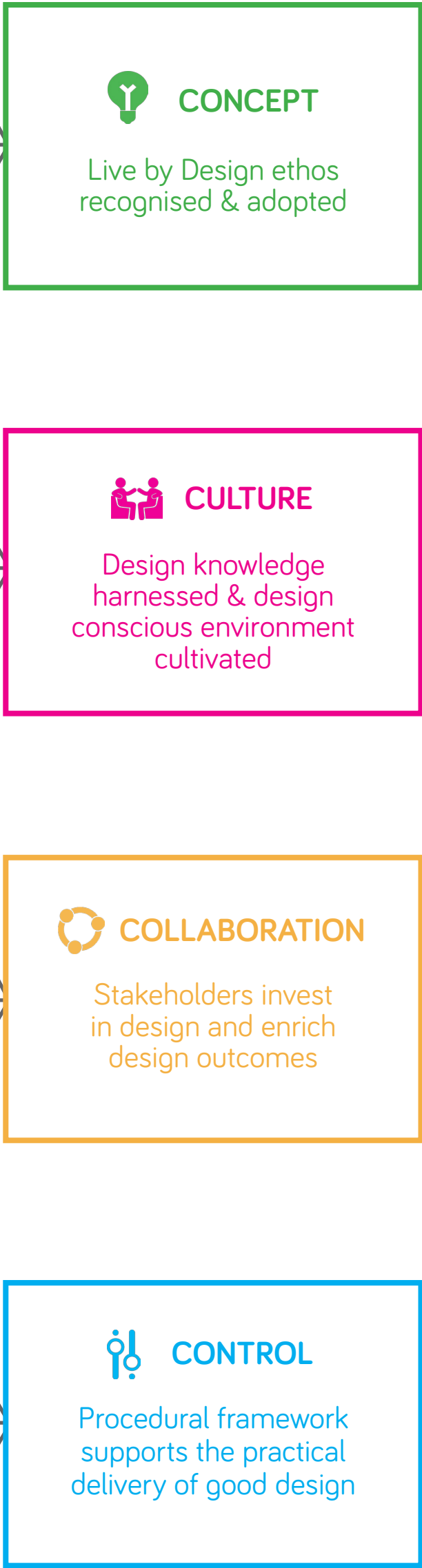
OUTCOME / INTERMEDIATE BENEFIT



END BENEFIT



PROGRAMME OBJECTIVES



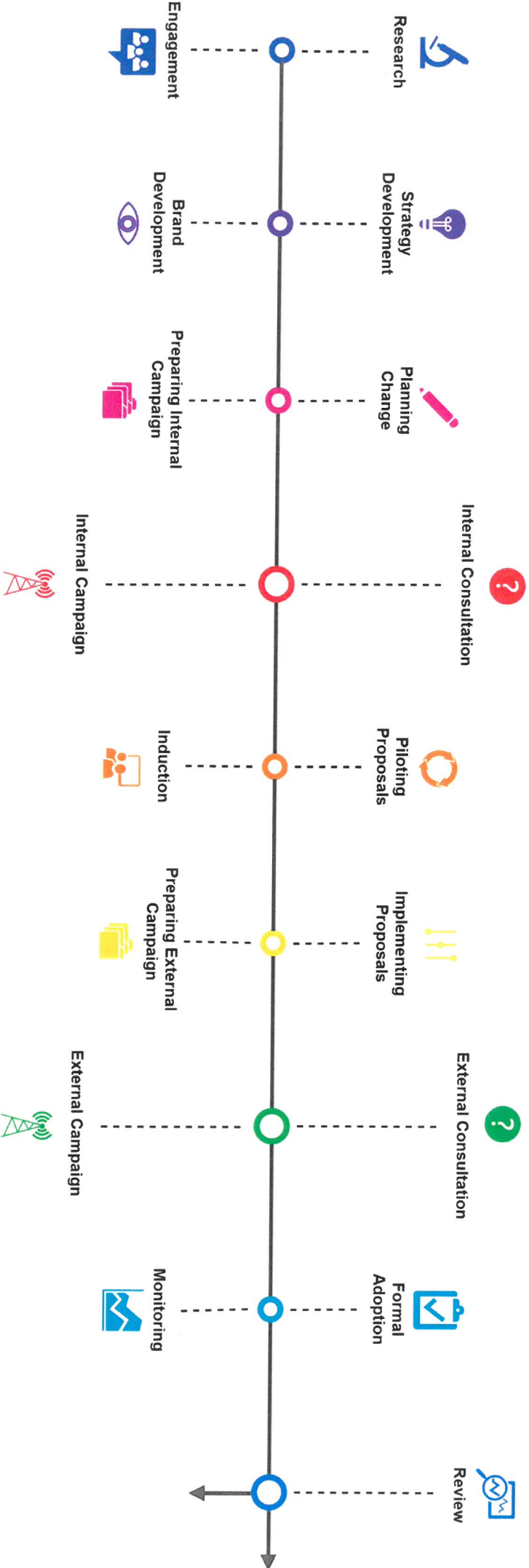
HOW?

PROGRAMME AIM



Appendix 9E

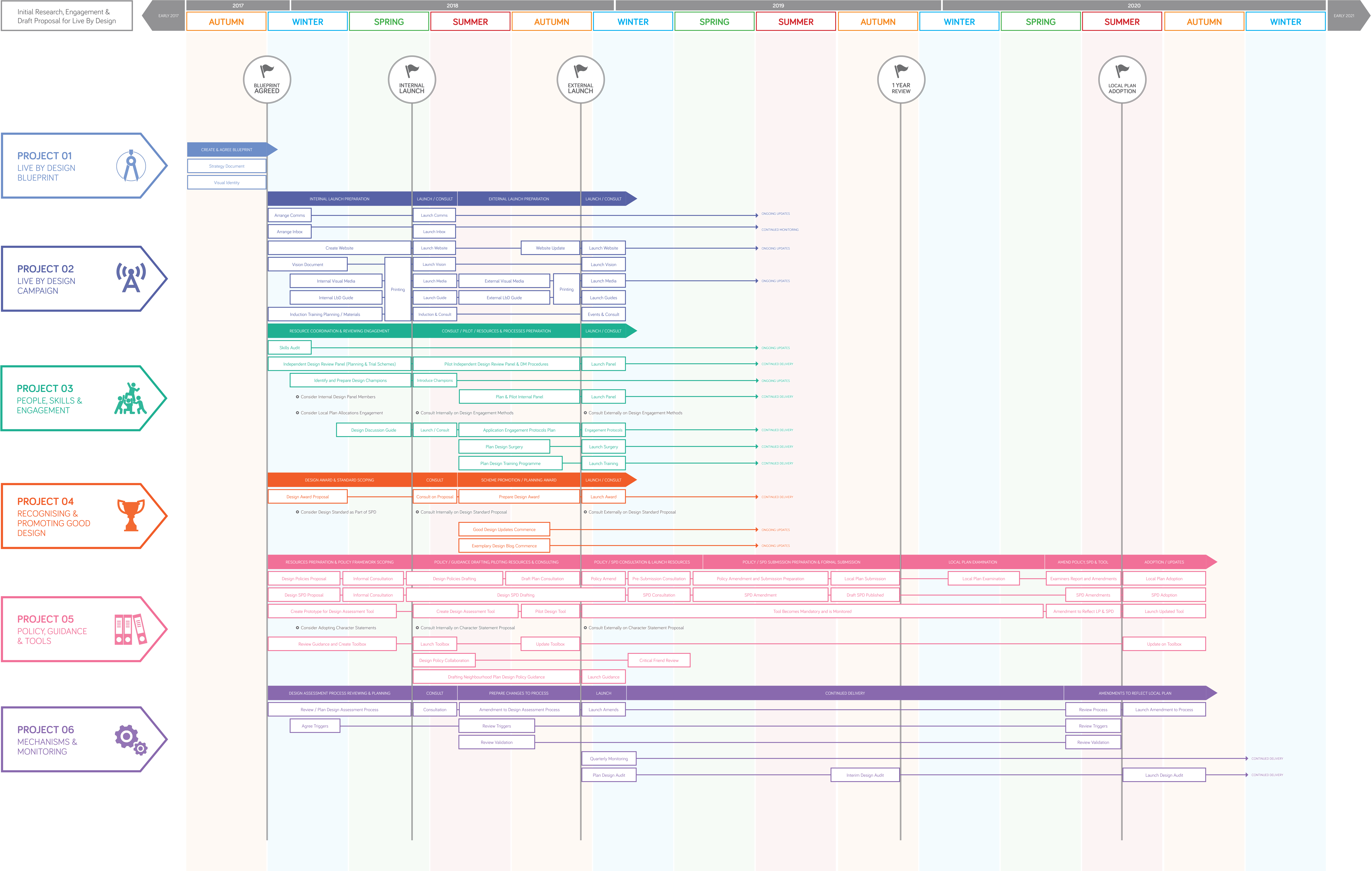
Live by Design – Process diagram



Appendix 9F

Live by Design - Schedule

LIVE BY DESIGN: PROGRAMME DELIVERY OVERVIEW



Appendix 9G

Design Quality Fund – Letter of support from Councillor John Riddle

NORTHUMBERLAND

Northumberland County Council

To whom it may concern,

Support for Northumberland County Council's Design Quality Funding Bid

I am writing to express strong support on behalf of the Council for the bid submitted to the Government's Design Quality Fund. The Council has an ambitious housing and economic growth agenda and design quality is at the heart of preserving and enhancing the unique character and distinctiveness of Northumberland in delivering our growth strategy.

Over the past 12 months, Officers in the Council's Planning Service have undertaken much preliminary research, engagement and programme planning in developing the concept of an exciting design initiative, Live By Design. This represents an already firm commitment to delivering a step change in the design quality of new developments across the County which is fully supported by this Administration.

The Council is currently preparing for an internal launch of the initiative in May 2018 followed by a full external launch in Summer 2018. Additional funding from the Design Quality Fund would assist in the provision of the additional specialist resource needed in the short-term to drive forward this project and deliver significant long-term service improvements in matters of design quality for new developments. The additional support would also help to build the tools and skills, and put in place the policies, processes and awareness needed, to develop a Planning Service in Northumberland that prioritises and secures the delivery of high quality design from the outset of all future development schemes.

Yours sincerely



Cllr John Riddle
Portfolio Holder for Planning, Housing & Resilience

Appendix 10

Housing Infrastructure Fund – Summary of submission

Housing Infrastructure Fund - enquiry HIF/MV/000404

Bid details	Primary Local Authority Project type	Northumberland Marginal viability funding
Contact details	David Rowlinson david.rowlinson@northumberland.gov.uk 01670622713	
Organisation	Northumberland	
Scheme details	Scheme name Scheme description Physical infrastructure Site plan(s)	<p>St Georges Hospital Link Road</p> <p>Funding to unlock a total of 1268 units forming part of the wider St Georges Hospital site. Delivery of a link road and utility infrastructure to unlock and deliver the final element of the strategic urban extension to the north of Morpeth. site. 100% of this funding will be recycled to enable further housing delivery within the area. In addition to unlocking development it will also accelerate housing delivery. The anchor 875unit element of the site has planning permission (16/00994/FULES) subject to a S106 agreement (with the provision of the link road infrastructure being the only outstanding matter). The blockage to delivery is due to market failure. Gap funding is required to overcome the disproportionately high up front infrastructure costs that are making the first phases of development unviable. The market is unable to take the element of risk required to develop a site that requires the delivery of significant up front infrastructure which would also unlock the wider site.</p> <p>Road/highway, Bridge, Education, Electricity / Gas connections, Water works, Digital infrastructure</p> <p>Figure 1. St Georges Link Road. Wider Site development opportunities and land ownerships. (file: Figure 1. St Georges Link Road. Wider Site development opportunities.pdf)</p> <p>Showing Strategic support, planning policy and local support (file: Figure 4. Morpeth Neighbourhood plan proposals Map Adopted May2016..pdf)</p> <p>Road link design and map. (file: Figure 6. St Georges Link Road Link Road Plans. Amec, Feb 2015..pdf)</p> <p>Corresponding table to figure 1 with site information (file: Figure 2 - NCC HIF Marginal Funding. St. George's Link Road.docx)</p> <p>Figure3 Delivery of units and sites unlocked by HIF (file: Figure 3 - Delivery of units unlocked by HIF Funding..docx)</p>
Options appraisal	Problem being addressed	<p>The scale of the proposal necessitates a programme of investment in infrastructure. With the link road and infrastructure in place from the outset, this would de-risk the site and enable multiple phased development to come forward with the certainty of the adopted link road and strategic utility network in place. Consequently this places significant costs and viability challenges on the initial phase of development. The developer would however need to deliver the link road and site wide utility connections to serve this initial phase making the scheme unviable. This would still place significant upfront costs on the developer which would impact on their cash flow and return on capital placing greater risk on the scheme coming forward. Further development of the masterplan's utility strategy has identified a number of technical constraints,</p>

challenges and additional costs whereby key service provision needs to come from the south of the site and then along the planned route of the road.

Options considered

The Council is working with the applicant and has shown flexibility in negotiating the terms of the associated Section 106 Agreements to ensure these do not compromise the viability of the development. The provision of the link road remains the significant outstanding element that requires agreement. Due to the complexities and scale of the upfront infrastructure required (both road and utilities) to enable the development, it has not yet been possible to agree the S106. If HIF funding was secured then this would facilitate agreement of the link road related elements of the S106 and allow for an agreement reasonable for both parties. Alternative gap funding options such as HBF have been considered, but such funding would still only be likely to unlock the delivery at the end of the associated phase of development. This would not unblock the delivery of the wider site from day one. The Option of delayed receipt of land value was not considered to be an options as per standard cashflow.

If funding not secured

This would prevent the delivery of the main element of one of only two strategic development sites within Northumberland. An alternative solution has not been found to provide all of the upfront infrastructure. There is no alternative way to access the site in order to develop other than with the building of the link road from the Morpeth Northern Bypass. To date no alternative method of funding has been found by the HCA. Having already invested heavily in the construction of the Morpeth Northern Bypass NCC are not in a position to capital or loan fund the link road. The £10m contribution to the MNB represented a significant investment to highway infrastructure with the dual scheme objectives of traffic management improvement and delivering economic and residential growth.

Strategic approach

Demonstrate strong local leadership

Figure 4. Morpeth Neighbourhood plan proposals Map Adopted May2016. This set out a positive and ambitious strategy for growth in Morpeth. In addition to the previously committed developments it provided for a single strategic housing allocation. PolicyHou2 – St George's Hospital, Morpeth The St George's Hospital Site, Morpeth shall be developed as a sustainable urban extension for around 1000 homes. This strategic allocation covers the majority of the wider St Georges Hospital site that would be enabled by this bid. The Fund would therefore deliver the single strategic allocation of the Neighbourhood Plan. The Plan identifies the proposed road improvements required to deliver the plan and commits to bringing them forward. Specifically the bid would deliver the below element of the Morpeth Neighbourhood Plan. The Proposals Map provides an indicative line of the link road. Community Action CATra1 – Strategic Road Improvements Measures to develop and bring forward: A. at the earliest opportunity, a road link between the Morpeth Northern Bypass and KEVI school; Funding to unlock a total of 1268 units forming part of the wider St Georges Hospital site. Delivery of a link road and utility infrastructure to unlock and deliver the final element of the strategic urban extension to the north of Morpeth. This includes the completed Morpeth Northern Bypass, NWL Strategic sewer, large residential sites and an Enterprise Zone

		<p>site. The Delivery of this new physical infrastructure will support new and existing communities. This will complement previous investment in excess of £30m from public and private bodies including DFT, Northumberland County Council, Northumbria Water, HCA. In addition to unlocking housing delivery the link road provides the following access benefits to a strategic location of town.</p> <ul style="list-style-type: none"> • Access to King Edward VI High School. • Access to the existing St Georges Hospital, a hospital with potential land for expansion. • Access to an area earmarked for a new school.
Demonstrate unlocking new & better homes		<p>The North of Morpeth is considered to be a strong local market, evidenced by the delivery of in excess of 200 units in the town last year. The scheme allows for the provision of a full range of units of varying sizes and tenures. There could be potential across the wider site to for encouraging new market entrants and SME builders to deliver housing. 15% of the housing on the St Georges Phase 2,3,4 site or a total of circa 131 units will be affordable. Application approved, but details to be confirmed in the S106.</p>
Demonstrate diversifying housebuilding market		<p>The wider site would have the potential to bring forward- opportunities for self build/SME's.</p>
Local MP(s)		<p>Awaiting response</p> <ul style="list-style-type: none"> • North of Tyne support • NECA and LEP support for the principle of bidding for infrastructure funding to accelerate growth. • Local Community Support due to the high level of compatibility with the Morpeth Neighbourhood Plan and the delivery of a strategic objective/policy within the plan. • Land owner/Developer support
Your upper tier authority		<p>Awaiting response 2</p>
Combined authority		<p>Awaiting response 3</p>
All supporting Local Authorities		<p>Awaiting response 4</p>
Local Enterprise Partnership(s)		<p>Awaiting response 5</p>
Local community		<p>Awaiting response 6</p>
Dev partner(s) (Infrastructure)		<p>Awaiting response</p> <p>As Highway Authority NCC fully support the bid. HCA support as Land owner and Development agency. Officer involvement Alan Sears, Neil Graham.</p>
Dev partner(s) (Housing)		<p>Awaiting response 8</p>
Plan status	<p>Plan adopted or submitted</p> <p>Date adopted or submitted</p> <p>Web addresses to relevant documents</p>	<p>Yes</p> <p>10/05/2016</p> <p>https://www.northumberland.gov.uk/NorthumberlandCountyCouncil/media/Planning-and-Building/planning%20policy/Morpeth-Neighbourhood-Plan-Made-</p>

Economic case	Number of sites	5				
	Who controls the site	Please see attached map and table. Figure 1 and figure 2. All land ownership required to provide the link road and associated infrastructure is in place and in the control of the HCA. This includes the spur from the Morpeth Northern Bypass into the St Georges phase 2,3 and 4 and control of access into the site has been secured through land acquisition which represents a sunk cost. Adjoining sites can be developed through the St Georges site. The HCA and NCC have held meetings with land owners.				
	Total size of site	78 ha				
	Area on brownfield	1 ha				
	Percent is housing	95 %				
	<table><tr><th>Local Authority</th><th>Number of Homes</th></tr><tr><td>Northumberland</td><td>1268</td></tr></table>		Local Authority	Number of Homes	Northumberland	1268
	Local Authority	Number of Homes				
	Northumberland	1268				
	Total number of homes	1,268				
	Percent homes affordable	15 %				
	Projected housing delivery 2017 / 2018	0				
	Projected housing delivery 2018 / 2019	75				
	Projected housing delivery 2019 / 2020	100				
	Projected housing delivery 2020 / 2021	100				
	Projected housing delivery 2021 - 2025	500				
	Projected housing delivery 2026 - 2030	304				
Projected housing delivery 2031 - 2035	189					
Projected housing delivery future years	0					
Full / Detailed	875 (16/00994/FULES)					
Outline	0					
Planning in principle	200					
Allocated	0					
None	193					
Homes delivered if without funding	0					
Explanation for number delivered	The funding is required in order to provide access into the site and a linkage through the site to the wider town. Due to the price of the St Georges link road it would make the first phase of development unviable.					
Providing site valuations	Yes VOA Appraisal (file: Appendix 1 - St Georges, 1 Ha VOA Appraisal.pdf) BCIS Data (file: Appendix 3 - BCIS Data.pdf) Full Scheme Appraisal (file: Appendix 4 - Full Scheme Appraisal.pdf) Ready Reckoner (file: Appendix 2 - Ready Reckoner.xlsx) Full Market Viability Report (file: St Georges Hospital - GVA Market & Viability Report (FULL REPORT).pdf)					
Financial case	Funding amount	£4,491,278				
	2017/2018	£2,000,000				
	2018/2019	£2,491,278				

2019/2020	£0
2020/2021	£0
Total scheme costs	£4,491,278
Land	£0
Infrastructure (including sunk costs)	£1,350,000
Construction	£3,053,073
Abnormals	£88,205
Professional Fees	£0
Finance Costs	£0
Allowance for developer profit	£0
Other	£0
Evidence of assumed scheme costs	Figure 5 and 6. The key comparable is the adjoining Morpeth Northern Bypass completed 2017. The costings provided have been provided by Carillion who constructed the bypass. £3,053,073 Infrastructure cost. Feasibility and outline budget. The below costings derived from the figures represent costings by Carillion , Utility providers, NCC Highway Design and with HCA input. The HCA have worked with utility providers to determine £1.35m in additional infrastructure cost.
Gross development value	£337,824,000
Private sale / rent income	£310,464,000
Affordable sales income	£27,360,000
Commercial income	£0
Other income	£0
Evidence of assumed GDV	GVA have been commissioned to undertake a full development review of the sites that are being unlocked in the context of providing the infrastructure to enable their delivery.
Previous Funding Application	Yes
Local Authority investment (inc. LGF funding)	Not applicable
PWLB loan	Not applicable
Other public sector investment	Not applicable
CiL/S.106 contribution	Not applicable
Private sector investment (inc debt finance)	Not applicable
Indicative public sector investment	100 %
Aim to recover funding	Yes
How intend to recycle	100% of the funding will be recoverable through the S106 at completion of phases 2 and 3 of the development. The funding will not be recoverable pre phase2a delivery. There is a strong certainty of this recovery of funding due to the overall value of the wider site. Recovery and recycling schedule to be agreed as part of wider discussions with land owners and developers. Based on the projected delivery of 100 units per year from year 2 it is considered that a 5-6yr full recover of funds is possible
Cashflow plan	File: St Georges - Cashflows.xlsx Desc: Cashflow for Full scheme (1268 units), phase2a scheme (130 units) without and with HIF.

Milestones & delivery

Infrastructure planning permission granted

06/12/2016

Outstanding statutory consents received	01/11/2017
Infrastructure contractor(s) appointed	01/03/2018
Residential contractor(s) appointed	01/06/2018
Infrastructure works started	01/03/2018
Infrastructure works completed	01/11/2018
First residential units commenced	01/01/2019
First residential completions	01/06/2019
Infrastructure planning references	The road link and associated infrastructure is covered by the approved planning application.
Engagement with contractors and procurement	The scheme has been fully costed by Carillion (updated) . Carillion constructed the adjoining bypass and have previously submitted fee proposals for the construction of the road.
Statutory powers obtained	The anchor 875unit element of the site has planning permission (16/00994/FULES) subject to a S106 agreement.
Statutory powers outstanding	The anchor 875unit element of the site has planning permission (16/00994/FULES) subject to a S106 agreement. The link road is already has planning permission as part of this application.

Approach to delivery

Outline delivery plan	Delivery Plan and Business Case (file: HIF_Outline_Delivery_Plan_MVF St Georges.docx)
Plans to deliver infrastructure	NCC Lead OJEU Procurement Design and Build contract NEC4
Link between infrastructure and homes	The construction of units can directly follow the delivery of the road, the road is the barrier to delivery. Road Construction 2018, with no barriers to delivery. Once the road is in place construction of all units that form part of the phases 2a,b,3 and 4 relating to the St Georges Hospital 875 unit scheme could begin in 2018/19 with delivery in early 2019.
Delivery partners working together	NCC will be project lead working with the landowner and contractor with project board and project team management, reporting and delivery structures. Please see Delivery Document

Management case

Governance and oversight	Determine project Governance structure Please see Delivery Document
Resourcing for scheme	The project will be resourced as per the governance, project board, project team make up and structure set out in the Delivery Document.
Management and monitoring	Standard Design and Build contract under NEC4.

Risk	Mitigation
Successful HCA appointment of a preferred development partner for phase 2a and phases beyond.	Early marketing of the sites.
Low risk associated with the construction of the road	Risk management and project board and team monitoring

Project dependencies	There are no project dependencies for the delivery of the road, other than securing funding. HCA appointment of a preferred development partner for phase 2a and phases beyond. The
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programme of construction in 2018 should allow for a development partner to be in place in order to deliver the first completions in 2019. Further development partners will need to be secured in order to deliver the wider site as part of a phased programme of delivery.

Section 151 officer sign off

File: S151 Officer Sign Off NCC St Georges Link Road doc.docx
 Desc: S151 Officer Sign Off NCC St Georges Link Road position doc

Supporting documents

Section 151 officer sign off

File: S151 Officer Sign Off NCC St Georges Link Road doc.docx
 Desc: S151 Officer Sign Off NCC St Georges Link Road position doc

Cashflow plan

File: St Georges - Cashflows.xlsx
 Desc: Cashflow for Full scheme (1268 units), phase2a scheme (130 units) without and with HIF.

Outline delivery plan

File: HIF_Outline_Delivery_Plan_MVF St Georges.docx
 Desc: Delivery Plan and Business Case

Site plan(s)

File: Figure 1. St Georges Link Road. Wider Sit development opportunities.pdf
 Desc: Figure 1. St Georges Link Road. Wider Site development opportunities and land ownerships.
 File: Figure 4. Morpeth Neighbourhood plan proposals Map Adopted May2016..pdf
 Desc: Showing Strategic support, planning policy and local support
 File: Figure 6. St Georges Link Road Link Road Plans. Amec, Feb 2015..pdf
 Desc: Road link design and map.
 File: Figure 2 - NCC HIF Marginal Funding. St. George's Link Road.docx
 Desc: Corresponding table to figure 1 with site information
 File: Figure 3 - Delivery of units unlocked by HIF Funding..docx
 Desc: Figure3 Delivery of units and sites unlocked by HIF



Appendix 11

Schedule of Neighbourhood Plans (updated 29 January 2018)

Schedule of Neighbourhood Plans in Northumberland

Neighbourhood Area	Area Designated	Pre-Submission Consultation	Plan Submitted	Submission Publicity	Examination report received	Referendum	Neighbourhood Plan Made
Allendale	15 January 2013	21 January to 15 March 2013	14 February 2014	17 October to 24 November 2014	08 December 2014	26 March 2015	01 July 2015
Acomb	17 November 2015	11 December 2017 to 05 February 2018					
Alnwick & Denwick	10 April 2013	16 August to 29 September 2014	04 September 2015	09 October to 23 November 2015	18 December 2015	15 June 2017	27 July 2017
Belford	22 September 2015	Carrying out evidence base work and considering the scope of the Plan					
Berwick-upon-Tweed	29 July 2015	Carrying out evidence base work to inform draft Plan. Pre-submission likely in 2018.					
Choppington	16 October 2017	Area recently designated. No progress yet but officers supporting.					
Cramlington	04 February 2014	Carrying out further evidence base work to inform draft Plan. Pre-submission likely in 2018.					
Ellingham	25 April 2016	No progress yet but officers supporting.					

Ellington & Linton	21 March 2016	No progress yet but officers supporting. Planning consultant employed by Parish Council.					
Embleton	24 July 2017	Area recently designated. No progress yet but officers supporting.					
Hexham	22 April 2015	Currently progressing towards pre-submission in March 2018					
Lesbury	24 July 2017	Carrying out evidence base work to inform draft Plan					
Longhorsley	30 September 2014	17 June 2017 to 31 July 2017	29 November 2017	22 December 2017 to 16 February 2018			
Lowick	19 June 2015	Carrying out further evidence base work to inform draft Plan					
Mid Coquetdale	05 March 2015	Unsure of progress at present					
Morpeth	28 June 2013	14 January to 25 February 2015	02 June 2015	19 June to 03 August 2015	29 September 2015	25 February 2016	10 May 2016
Norham & Islandshire	14 June 2016	Initial consultation and drop in sessions in February 2018 prior to drafting Plan					
North Northumberland Coastal Area	18 February 2014	18 July 2017 to 29 August 2017	20 November 2017	20 December 2017 to 09 February 2018			

Ponteland	28 June 2013	01 November to 16 December 2016	17 March 2017	21 April to 05 June 2017	30 June 2017	28 September 2017	23 November 2017
Seaton Valley	15 October 2015	No progress made since area designation					
Stannington	18 November 2013	20 April to 02 June 2017	20 November 2017	20 December 2017 to 09 February 2018			
Tarset & Greystead*	10 April 2013	13 March to 01 May 2015	26 June 2015	02 October to 16 November 2015	29 January 2016	Plan Withdrawn** 20 January 2017	
Thirston	02 January 2018	Area recently designated. Officers to attend forthcoming meeting to advise on process.					
Tillside	17 May 2016	Some progress and officers supporting.					
West Bedlington	03 May 2016	Unsure of progress at present					
Whittington	02 March 2016	15 May to 26 June 2017	Plan expected to be submitted in February 2018				
Wooler	23 November 2015	Carrying out evidence base work to inform draft Plan					

*Tarset & Greystead Parish straddles the boundary between the administrative areas of Northumberland County Council and the Northumberland National Park Authority as Local Planning Authorities.

**Following Independent Examination, Tarset & Greystead Parish Council made the decision to withdraw the Tarset & Greystead Neighbourhood Plan. It will therefore not proceed to referendum and will not be made.