



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR PLANNING & TRANSPORT

TOPIC – STRATEGIC PLANNING DIVISION BUSINESS PLAN

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the City Secretary and Solicitor, the Chief Executive and the Director of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on 21 March 2007

Contact Officers:

Case Officer: Steve Opacic ext 2101

Committee Administrator: Colin Veal ext 2438

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- Production of various Development Plan Documents as part of the Council's Local Development Framework (Core Strategy, Development Provision & Allocations, and Development Control Policies);
- Involvement in community engagement through the work on the LDF and other strategies such as the Community Strategy;

- Moving offices to the Guildhall and implementation of efficiency and modernisation improvements as part of a flexible working 'proof of concept' and through the introduction of EDRMS.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2007-12 or otherwise ensure that the Council meets the statutory obligations place on it by central Government. These actions can be achieved within the resources available, as supplemented by growth approved as part of the 2007/08 budget process to fund the LDF process. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescale shown.

PROPOSED DECISION

That the Business Plan for the Strategic Planning Division be approved as attached.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

The Environment Scrutiny Panel has been consulted on this Business Plan and raised the following issues:

None

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

[CLICK AND ENTER TEXT]

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

[CLICK AND ENTER TEXT]

Approved by: (signature)

Date of Decision

Councillor [CLICK AND ENTER TEXT] – Portfolio Holder for [CLICK AND ENTER TEXT]

Strategic Planning Division Business Plan 2007 - 2012

1. Brief Description of the Service and its Purpose

The Strategic Planning Division is primarily responsible for developing and influencing spatial planning policies to implement the Council's strategic priorities and the Community Strategy. It has a major contribution to make towards achieving the Community Strategy's overarching aim of Sustainable Development. Its work includes:

- developing spatial planning policies through the production of Local Development Documents which will form part of the emerging Local Development Framework (LDF);
- developing the community planning and engagement process to support the Community Strategy and LDF;
- leading the masterplanning and implementation of large development areas;
- providing a technical input to corporate projects where there is a spatial planning dimension; and
- advising/commenting on/influencing the planning policies being developed by other organisations and Government where they affect Winchester District.

The Division's work seeks to ensure sustainable development to meet the needs of the District and the strategic requirements placed on it.

2. Links between Council strategic priorities and services

Strategic priority	Divisional responsibility
Economic Prosperity	<i>This priority includes several actions which are relevant to the Division. Through the various Local Development Framework documents the Division will develop spatial planning policies which facilitate the outcomes of the Corporate Strategy. The Division will have a lead role in identifying and making provision, through the LDF, for housing supply to meet the needs of the local economy and the District's community. This will involve researching the economic needs of the District to ensure a sound basis of evidence. It will develop planning policies and strategy to ensure that the delivery of adequate new housing, of an appropriate type/mix, is undertaken in a sustainable way, making efficient use of land and resources and</i>

	<p><i>concentrating development on previously-developed land in sustainable locations.</i></p> <p><i>It will monitor housing provision to check the effectiveness of those policies and work with other partners to influence future strategic policies on housing provision within the District e.g. South East Plan.</i></p>
High Quality Environment	<p><i>The Division will develop planning policies to protect the District's attractiveness and built/natural heritage through the LDF and Supplementary Planning Documents (SPDs). This includes developing, or helping local communities to develop, design guidance to identify and protect local distinctiveness e.g. Village and Neighbourhood Design Statements. It will monitor the effectiveness of those policies.</i></p>
Safe and Strong Communities	<p><i>The Division will develop planning policies to promote the development of affordable housing, facilities, services and cultural opportunities. It will develop spatial planning policies and strategies to ensure that strategic housing requirements are met. It will be involved in local consultation exercises to determine potential affordable housing exception sites and their suitability and contribute to the Corporate Housing Enablement Group (CHEG). It will monitor provision to check the effectiveness of those policies.</i></p>
Modern Council	<p><i>The Division will implement and monitor the Council's Statement of Community Involvement, which sets out commitments on community engagement and consultation. It will help develop methods of community planning, in conjunction with other relevant Divisions and Local Strategic Partnership.</i></p> <p><i>The Division is part of the Flexible Working Proof of Concept which will result in more efficient and sustainable ways of working.</i></p>

3. Summary of Progress in 2006/07

The priority for the Division in 2006/07 has been to progress the Winchester District Local Plan Review to adoption and to progress work on other components of the Local Development Framework (LDF), particularly the Statement of Community Involvement and the Core Strategy.

The work programme for the Local Plan Review and LDF was set out in the Council's revised Local Development Scheme (LDS), approved by the Government in March 2006. The programme for adoption of the Local Plan Review was maintained, with statutory adoption in July 2006, the programmed date. The Statement of Community Involvement was adopted in January 2007, following submission to Government and a public examination. This was 2 months ahead of the published programme. Work on the Core Strategy has been delayed slightly as a result of staff vacancies and a reassessment of the programme. This reassessment follows the results of public examination of other authorities' Core Strategies and lessons learnt from their experience, as well as ongoing changes to Government advice and other developments. A revised Local Development Scheme has been submitted to Government (February 2007) proposing changes to the programme which have the effect of delaying the adoption of the Core Strategy by 6 months overall.

All 3 of the remaining Local Area Design Statements (LADS) were adopted during 2006/07. Also, 2 Village Design Statements and 1 Neighbourhood Design Statement were adopted as Supplementary Planning Documents under the new planning system and approval was given to consultation on 1 further VDS and 1 NDS. There were delays in the programme for publishing or adopting a number of these SPDs, partly as a result of delays by outside organisations responsible for drafting them and partly due to the need to give priority to the statutory plans referred to above.

Other areas of work to which it was necessary to give priority were the production of an Annual Monitoring Report (a statutory annual requirement) and adoption of Supplementary Planning Documents on Infilling Policy and Local Reserve Sites Implementation, as a result of policies in the Local Plan Review. An assessment of the need for the release of Local Reserve Sites was carried out and subject to consultation and this will be an annual area of work.

The Division prepared evidence and represented the City Council at the South East Plan Examination in Public. It has also taken the lead in responding to consultations on various Government and other consultation documents.

4. Service Priorities 2007/12 – Key Priorities

A) Key Service Priorities 2007/08

Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time* / money will it take?	Who's Accountable?
<i>Legislative requirement and to</i>	<i>Production of Local Development Framework 'Core Strategy' DPD.</i>	<i>Consult on Issues/Options</i>	<i>Achievement of key milestones in</i>	<i>Approx. £103,000 per annum (contribution</i>	<i>Head of Strategic</i>

<i>implement Community Strategy and Corporate Strategy.</i>	<i>Undertake 'front-loading consultation (shared with Community Strategy update), evidence gathering, consultants studies and development of 'issues and options' in 2007/08.</i>	<i>(Summer 2007) and Preferred Options (early 2008). Other stages to LDS programme - adoption late 2009.</i>	<i>programme (set out in LDS).</i>	<i>to LDF Reserve for Core Strategy DPD, Development Allocations DPD, and Development Control Policies DPD). 3.0 FTEs (across all Team)</i>	<i>Planning</i>
<i>Legislative requirement and to implement Community Strategy and Corporate Strategy.</i>	<i>Production of Local Development Framework 'Development Provision & Allocations' DPD. Start pre-production work and 'front-loading consultation in 2007/08.</i>	<i>Start pre-production (Summer 2007) followed by front-loading (early 2008). Other stages to LDS programme - adoption mid 2011.</i>	<i>Achievement of key milestones in programme (set out in LDS).</i>	<i>Approx. £103,000 per annum (contribution to LDF Reserve for Core Strategy DPD, Development Allocations DPD, and Development Control Policies DPD). 0.8 FTE (Head of SP, Planning Officer, Planning Assistant)</i>	<i>Head of Strategic Planning</i>
<i>Legislative requirement and to implement Community Strategy and Corporate Strategy.</i>	<i>Production of Local Development Framework 'Development Control Policies' DPD. All work is post-2007/08.</i>	<i>Start pre-production (late 2008) followed by front-loading (early 2009). Other stages to LDS programme - adoption late 2011.</i>	<i>Achievement of key milestones in programme (set out in LDS).</i>	<i>Approx. £103,000 per annum (contribution to LDF Reserve for Core Strategy DPD, Development Allocations DPD, and Development Control Policies DPD). No staff time in 2007/08</i>	<i>Head of Strategic Planning</i>
<i>To implement Community Strategy and Corporate Strategy.</i>	<i>Community engagement as part of review of Community Strategy and LDF. This will meet the requirements of the Council's Statement of Community Involvement and contribute towards community planning initiatives.</i>	<i>Joint 'front-loading' events and development of issues/options early/mid 2007.</i>	<i>Front loading to meet key milestones in LDS. Annual review/update of Community</i>	<i>No specific budget provision (shared element within LDF Reserve). 1.0 FTE (across all Team)</i>	<i>Head of Strategic Planning/Head of Policy</i>

		<i>Contribute to annual review/update of Community Strategy.</i>	<i>Strategy to LSP March each year.</i>		
<i>Legislative requirement and to implement Community Strategy and Corporate Strategy.</i>	<i>Produce LDF 'Annual Monitoring Report', assess need for release of Local Reserve Sites, contribute to corporate Evidence Base. Improve integration with Corporate Strategy Implementation Plan and monitoring of data via Covalent.</i>	<i>Annual Monitoring Report (AMR) to be approved and submitted to Government by 31st Dec. each year.</i>	<i>Approval of AMR by Cabinet and submission in accordance with statutory requirements.</i>	<i>Approx. £2000(publication cost). 0.5 FTE (Head of SP, Planning Officer, Planning Assistant)</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aim (High Quality Environment)</i>	<i>Coordinate WCC's input to South East Plan. Work with the Partnership for Urban South Hampshire (PUSH) and Central Hampshire/New Forest authorities to respond to EIP Panel report and Government's Proposed Modifications (2007/08). Ongoing input until adoption (2008) and subsequent implementation.</i>	<i>Within the programme and deadlines set by SEERA, PUSH and other lead bodies.</i>	<i>WCC responds to consultation and seeks to influence the final form of the South East Plan.</i>	<i>Approx £1000 (PUSH subscription). 0.1 FTE (Head of SP and Principal Planner)</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aim (Economic Prosperity)</i>	<i>Commission an employment/economic study to inform the Community Strategy, LDF and Economic Action Plan.</i>	<i>Draft report June 2007.</i>	<i>Achievement of sound evidence and economic strategy.</i>	<i>Approx. £50,000 (consultancy). Officer time spent commissioning/supervising consultants is within LDF Core Strategy item above.</i>	
<i>To deliver Corporate Strategy aim (Modern Council)</i>	<i>Move offices from Avalon House to Guildhall West Wing and devise/implement Flexible Working arrangements. Promote the use of electronic document formats and communication to reduce publication costs</i>	<i>Mid April 2007</i>	<i>Date of move. Ability to continue to provide a service.</i>	<i>Corporate budget. 0.2 FTE (across all Team)</i>	<i>Head of Strategic Planning</i>

	<i>and paper use.</i>				
<i>To deliver Corporate Strategy aim (Modern Council)</i>	<i>Implement Electronic Document Retrieval and Management System.</i>	<i>Summer 2007</i>	<i>To EDRMS programme. Reduction in paper storage and successful transfer to electronic system.</i>	<i>Corporate budget. 0.3 FTE (across all Team).</i>	<i>Head of Strategic Planning</i>

* Allocation of staff time (FTEs) assumes approval for appointment of Technical Assistant from April 2007.

B) Other Service we aim to deliver 2007/12

Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time* / money will it take?	Who's Accountable?
<i>To deliver Corporate Strategy aim (High Quality Environment, Safe & Strong Communities)</i>	<i>Contribute to community planning initiatives, consult on draft Village/ Neighbourhood Design Statements and adopt as Supplementary Planning Documents, for:</i> <ul style="list-style-type: none"> • <i>New Alresford</i> • <i>Oliver's Battery</i> • <i>West Fulford & Oram's Arbour</i> • <i>Compton & Shawford</i> • <i>Otterbourne</i> • <i>Various updates to existing VDS/NDSs</i> 	<i>All named VDS /NDSs to be adopted during 2007/08, except Compton & Shawford.</i>	<i>Achievement of key milestones in programme (set out in LDS) and successful adoption of VDS / NDSs.</i>	<i>Approx £3,000 (carried forward from 2004/05 Planning Delivery Grant). 0.2 FTE (Head of SP and Planning Assistants). Also involves staff time allocated to other projects, e.g. LDF front loading</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aim (High Quality Environment)</i>	<i>Lead work on masterplanning and implementation of large development areas (MDAs, SDAs, urban extensions), including input to S106 requirements, input to planning applications. Secure high quality of development and creation of successful</i>	<i>Dependant on timing of planning applications/ decisions and programme and</i>	<i>Quantity and quality of development achieved, measured by sustainability</i>	<i>No specific budget (within LDF Reserve). 0.6 FTE (Head of SP and MDA Project Officer)</i>	<i>Head of Strategic Planning</i>

	<i>and sustainable communities.</i>	<i>deadlines set by SEERA, PUSH and other lead bodies.</i>	<i>indicators, public response and Annual Monitoring Report.</i>		
<i>To deliver Corporate Strategy aim (High Quality Environment)</i>	<i>Coordinate WCC's response to South Downs National Park Public Inquiry Inspector's Report /re-convened Inquiry/ Secretary of State decision. Report implications to CMT and Cabinet.</i>	<i>Subject to outcome of SDNP Public Inquiry (results expected 2007/08).</i>	<i>Impact on WCC and plans to deal with any implications.</i>	<i>Approx. 0.1 FTE (Head of SP and Principal Planner)</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aims (general)</i>	<i>Specialist/expert input to Corporate projects and groups, e.g. strengthen affordable housing policies, Corporate Housing Enablement Group, Housing Board, Biodiversity Action Plan, Community Strategy Review, Corporate Evidence Base</i>	<i>Within the programme and deadlines set by the relevant group / project.</i>	<i>Achievement of targets / outcomes set for each group / project.</i>	<i>Approx. 0.4 FTE (across all Team)</i>	<i>Head of Strategic Planning</i>

* Allocation of staff time (FTEs) assumes approval for appointment of Technical Assistant from April 2007.

5. Resource Implications

A) Financial

- *2007/08 figure includes growth/savings bids.*
- *2006/07 figures include £70k transferred to LDF Reserve and 2007/08 figures assume £40k will be transferred to LDF Reserve.*
- *FTE figure is for 2006/07, this is proposed to increase by 0.6 for 2007/08 (included within growth bid).*
- *No allowance is made for Planning Delivery Grant income in 2007/08 (£80k in 2006/07).*
- *Budget for 2007/08 and beyond assumes substantial savings can be made in LDF production costs through joint working with our authorities, particularly on evidence production (Housing Market Assessment, Strategic Flood Risk Assessment, etc).*

2006/07 Revised			Service Activity	2007/08 Estimate			FTEs	Notes
Exp. £000's	Income £000's	Net £000's		Exp. £000's	Income £000's	Net £000's		
662	164	498	<i>Strategic Planning</i>	683	84	599	6.6	

Key projected changes in financial requirements 2008/12

The main changes in expenditure relate to the estimated increased costs of producing the Local Development Framework (LDF). Previously, a Reserve had been established for the Local Plan Review, to cater for major expenditure (particularly publication costs and the public inquiry) during the course of that project. This principle has been carried forward for the LDF by setting up an LDF Reserve, but the projections of expenditure mean that the amount put into this reserve annually need to be increased substantially. The 2007/08 budget estimate includes growth to deal with expected LDF expenditure over the 5 years to 2011, which may need to be updated or extended in due course.

B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> • <i>Implementation of 2004 Planning Act and procedures with new/unfamiliar processes</i> • <i>Planning Delivery Grant/new Government initiatives and targets</i> • <i>South East Plan</i> • <i>Local Strategic Partnership / Community Strategy / Community Planning</i> • <i>General shortage of professional staff/staff retention</i> • <i>Political priorities</i> 	<ul style="list-style-type: none"> • <i>Staff turnover/retirement</i> • <i>Flexible working/office moves</i> • <i>Financial pressures</i> • <i>Implications of reorganisation</i> • <i>Need for admin/technical support</i> • <i>Corporate status of Local Development Framework</i>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> • <i>On-going need for training, new skills and specialist advice/consultancy to deal with new procedures</i> • <i>Increased joint working with neighbouring authorities on evidence base, strategic planning issues and major development proposals</i> 	

- *Maintain job satisfaction/attractiveness to retain/recruit staff*
- *Continue to improve liaison/integration with other parts of Directorate*
- *Maintain links and working relationships with other Planning Officers and related professionals following office moves*

6. Key Performance Indicators

Ref. No.	What does this show?	Who reports this ?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
<i>BV106</i>	<i>New homes on brown field sites. Government target is 60% by 2008</i>	<i>Head of Strategic Planning</i>	60%	90%	70%	70%	68%	<i>65% - falls as major green-field sites dev'd</i>
<i>BV200a</i>	<i>Did the authority submit the LDS by 28 March 2005 and maintain a rolling programme?</i>	<i>Head of Strategic Planning</i>	NA	Yes	Yes	Yes	Yes	Yes
<i>BV200b</i>	<i>Has the Authority met the milestones which the current LDS sets out?</i>	<i>Head of Strategic Planning</i>	NA	Yes	Yes	Yes	Yes	Yes
<i>BV200c</i>	<i>Did the authority publish an annual report by 31 December each year?</i>	<i>Head of Strategic Planning</i>	NA	Yes	Yes	Yes	Yes	Yes
<i>Homes & Jobs</i>	<i>Percentage of affordable housing permitted on sites falling within Local Plan Review Policy H.5</i>	<i>Head of Strategic Planning</i>	30%	38%	31%	32%	33%	35%
<i>Homes & Jobs</i>	<i>New housing completions within the District (target of 7295 dwellings 1996-2011, an average of 486 per annum).</i>	<i>Head of Strategic Planning</i>	694 (4559 cum)	490 (5049 cum)	596 (5645 cum)	720 (6365 cum)	759 (7124 cum)	<i>Total 7295 by 31.3.2011</i>

<i>High Quality Env'ment</i>	<i>Village/Neighbourhood Design Statements adopted to LDS target</i>	<i>Head of Strategic Planning</i>	<i>No LDS in existence</i>	<i>No VDS/ NDS adopted to the targets in the LDS (3 missed target dates).</i>	<i>1 VDS/ NDS adopted to the targets in the LDS (4 missed target dates).</i>	<i>4 VDS/ NDS adopted to the targets in the LDS (0 missed target dates).</i>	<i>All VDS/ NDS adopted to the targets in the LDS (0 missed target dates).</i>	<i>All VDS/ NDS adopted to the targets in the LDS (0 missed target dates).</i>
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7. Proposals for Consultation

What Research or consultation do we intend to carry out	How will we be doing it?	When will we be doing it ?	How will we use the results?
<i>Consultation on LDF Core Strategy.</i>	<i>'Front-loading' consultation to identify issues/options (questionnaires and workshops), followed by consultation on issues/options (consultation document). Consultation on preferred option (consultation document), and submitted Core Strategy (public examination). All to be in accordance with SCI and statutory requirements for Development Plan Documents. Needs to incorporate 'hard to reach' groups, and promote equalities.</i>	<i>- Front-loading Feb-Apr 07. - Issue/options consultation autumn 07. - Preferred option consultation Jan 08 - Submitted document consultation Sept 08.</i>	<i>To identify issues and options to be addressed by the Core Strategy, to consult on the issues/options and to refine the options to a preferred option. This will lead to a submitted Core Strategy which will be subject to public examination.</i>

<p><i>Consultation on LDF Development Provision and Allocations.</i></p>	<p><i>'Front-loading' consultation to identify issues/options (questionnaires and workshops), followed by consultation on issues/options (consultation document). Consultation on preferred option (consultation document), and submitted Core Strategy (public examination). All to be in accordance with SCI and statutory requirements for Development Plan Documents.</i></p>	<ul style="list-style-type: none"> - <i>Front-loading early 08.</i> - <i>Issue/options consultation autumn 08.</i> - <i>Preferred option consultation mid 09</i> - <i>Submitted document consultation early 10.</i> 	<p><i>To identify issues and options to be addressed by the Development Provisions document, to consult on the issues/options and to refine the options to a preferred option. This will lead to a submitted document which will be subject to public examination.</i></p>
<p><i>Consultation on LDF Development Control Policies.</i></p>	<p><i>'Front-loading' consultation to identify issues/options (questionnaires and workshops), followed by consultation on issues/options (consultation document). Consultation on preferred option (consultation document), and submitted Core Strategy (public examination). All to be in accordance with SCI and statutory requirements for Development Plan Documents.</i></p>	<ul style="list-style-type: none"> - <i>Front-loading early 09.</i> - <i>Issue/options consultation mid 09.</i> - <i>Preferred option consultation early 10</i> - <i>Submitted document consultation autumn 10.</i> 	<p><i>To identify issues and options to be addressed by the Development Control Policies document, to consult on the issues/options and to refine the options to a preferred option. This will lead to a submitted document which will be subject to public examination.</i></p>

<i>Community planning and consultation on draft Village Design Statements and Neighbourhood Design Statements.</i>	<i>Initial ('front-loading') consultation during document production, and public consultation on draft Design Statements. In accordance with SCI and statutory requirements for Supplementary Planning Documents. VDSs and NDSs produced by local communities, who will take the lead on public consultation/ involvement.</i>	<i>Ongoing over the next 5 years as there are several Design Statements in production or being reviewed.</i>	<i>Front-loading will influence the content of draft Design Statements. Formal public consultation may lead to revisions to be incorporated in adopted Supplementary Planning Documents.</i>
<i>Possible need to organise consultation/ information on South East Plan (Panel Report/Government Modifications).</i>	<i>Articles on web site, leaflets and public meetings to raise awareness of South East Plan and encourage comments on it (to SEERA).</i>	<i>Late 2007/early 2008 (dependent on publication of Panel Report/Proposed Modifications).</i>	<i>Awareness raising of consultation by another body (GOSE/SEERA).</i>

8. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
<i>Strat. Plan</i>	<i>NA</i>	<i>D1</i>	<i>NA</i>	<i>LDF documents found to be 'unsound'</i>	<i>Head of Strategic Planning</i>	<i>Failure to meet 'tests of soundness'.</i>	<i>The LDF document may need to be re-produced</i>	<i>Follow published guidance, check requirements regularly</i>
<i>Strat. Plan</i>	<i>NA</i>	<i>B3</i>	<i>NA</i>	<i>Major changes to South East Plan strategy/ development requirements.</i>	<i>Head of Strategic Planning</i>	<i>EIP Panel recommendations and Government's Proposed Modifications</i>	<i>Possible need to re-assess Core Strategy options</i>	<i>Try to ensure Core Strategy anticipates all potential options</i>