

Oakham Neighbourhood Plan Proposal

July 2017



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Thank you for considering our proposal outlining OpenPlan's services to support the preparation of the Oakham Neighbourhood Plan.

The following pages provide outline information about OpenPlan, the type of work we do and our experience in plan-making, including supporting the preparation of Neighbourhood Plans.

About OpenPlan

OpenPlan is an experienced professional studio. Based in Lincoln, we work across the UK and internationally, specialising in the interrelated fields of *place-making* and *plan-making*. We work with communities and other clients to help them create places that support and enhance social, economic and environmental well-being.

Most of our clients are in the public and community sectors. To avoid conflicts of interest, we rarely submit planning applications or propose plan allocations for private sector developers. A statement of our Ethical Principles has been included in this profile (please see page 19).

Ours is not a conventional planning consultancy: we are experienced planners, but we use planning and placemaking as components of a larger toolkit for helping to create and maintain places that can support healthy, prosperous communities.

Placemaking is about shaping the environments in which people live, learn, work and play, to support the well-being of communities and individuals. It is about adding value through the continuous process of creating, maintaining and reshaping places that work well, feel right and look good - inclusive places that support and encourage social interaction, creativity, innovation and enterprise.

Placemaking focuses particularly on the quality – and qualities – of the public realm - the places people share and interact in. It concerns both the physical form of those places and, even more importantly, the ways in which they are used.

The process of **placemaking** is as important as its physical outcomes: it draws together people with differing outlooks, needs and aspirations; it involves interaction between different groups of people who would otherwise not meet; it engages private sector, public sector, communities and individuals, focusing on places in which they all have an interest.

Placemaking can be applied at all levels - streets, neighbourhoods, villages, towns, cities – even whole regions and countries

To give a flavour of the scope of OpenPlan's work and experience, we have outlined briefly, below, some of our current and recent projects. All these projects have been undertaken since 2012 and by the same team, either as OpenPlan (since 2014) or as Globe Consultants International (2012-2014):

Alford Neighbourhood Plan (ongoing) – In March 2016, Alford Parish Council appointed OpenPlan to support the work of the Alford Neighbourhood Plan Steering Group with the completion of their Plan. A draft Neighbourhood Plan has been prepared and our support to date has involved the following:

- Review of the draft Neighbourhood Plan
- Regulatory compliance check
- Development of a work-plan for all activities leading to the completion of the Plan, and up to the point of the Referendum; and,
- Preparation of critical friend report which sets out findings, policy recommendations and advises on a range of issues.

Coleby Neighbourhood Plan (2016 - 2017) – OpenPlan has been working with the steering group since April 2016. We were appointed at the beginning of the plan preparation process and have so far supported and facilitated an initial community engagement workshop and helped to develop a village questionnaire. We will continue to support the group by providing recommendations on key priorities and policy approaches, support with writing the policies, explanatory and contextual text and advise on regulatory procedure and requirements at all stages.

Thorpe on the Hill Neighbourhood Plan (2016 - 2017) - undertook Health Check of work done to date on the Plan including an analysis and refinement of the Character Assessment work. We then prepared Draft Policies and following consultation incorporated these into the Draft Plan.

Following this we assisted the group in undertaking their Regulation 14 consultation and finally prepared all final Submission Documents.

Dunston Neighbourhood Plan (2015 - 2016) – In July 2015, OpenPlan was appointed by Dunston Parish Council to support the work of the Neighbourhood Panel. Some preliminary data gathering and community consultations had been undertaken by the Panel, and OpenPlan was appointed to develop that preliminary work in to a draft Neighbourhood Plan. The work has involved the following main tasks:

- Review of initial work undertaken by Dunston Neighbourhood Panel;
- Regulatory compliance check;
- Review and analysis of community consultation responses;
- Preparation of preliminary Draft Neighbourhood Plan (policies, explanatory and contextual text, plans / diagrams etc.);
- Liaison with District Council officers;
- Review of Landscape / Village Character Appraisal;
- Preparation of Design Guide;
- Preparation of final Draft Neighbourhood Plan for consultation;
- Preparation of consultation questionnaire and analysis of responses.

The Dunston Neighbourhood Plan was submitted for examination in June 2016, it was then put to a local referendum and was formally "made" in November 2016.

Thurgarton Neighbourhood Plan (2016) - prepared Draft Plan in consultation with the local group and assisted with the running of the Regulation 14 consultation.

Following Regulation 14 we prepared all submission documents for the group, including Basic Conditions Statement, Consultation Statement and the Final Neighbourhood Plan. The Plan passed the independent examination and was successful at public referendum, being adopted in March 2017.

Neighbourhood Plan Training for Lincolnshire Parish Councils (2013) – delivering a robust programme of support and training events for members of parish councils on behalf of the National Association of Local Councils, Lincolnshire Association of Local Councils and CPRE. The aim was to build confidence, understanding and capability in required procedures and methodologies to enable parish and town councils to deliver successful, locally-rooted neighbourhood plans. Participants from about 60 parish councils across Lincolnshire were taken through the required procedures and engaged in exercises to train them in the use of appropriate methods.

Hemswell Cliff Masterplan for West Lindsey District Council (2015 - 2016) - preparing an indicative masterplan to illustrate the potential for further industrial, commercial, residential and associated development at Hemswell Cliff. The masterplan was commissioned in connection with the preparation of a Local Development Order to promote and enable a Food Enterprise Zone to be established at Hemswell Cliff. Recognising that it is important for any substantial development at Hemswell Cliff to contribute towards actions and changes necessary to address significant social, economic and environmental issues facing the local community, the masterplan considered a range of options and interventions extending well beyond the proposed Food Enterprise Zone.

Lincoln Sub-Regional Growth Study (2015 - 2016) – advising the four local authorities responsible for the Central Lincolnshire Local Plan on the most sustainable and deliverable spatial options for Lincoln-focused growth in employment and housing. The project involved analysis of socio-economic statistics, travel data and land availability information; assessment of housing and employment forecasts and needs; Sustainability Appraisal of alternative growth options; and, application of core place-making principles. This study was a key component of the emerging Central Lincolnshire Local Plan.

North East Lincolnshire Local Plan (2014 - 2017) – supporting the preparation of the district's new Local Plan by collating and analysing data and information for the evidence base; advising on topic strategies and policies; and conducting / facilitating consultation and engagement events with elected members and local communities.

Our Approach to Work

In all our work, we emphasise the value of collaboration and creativity. We always prefer to work *with* our clients, rather than just *for* them, as we want the plans we help to produce to be theirs, not ours.

Collaborative “workshops” play an important part in much of the work we undertake. This approach enables us to engage communities and other “stakeholders” in the planning process and to maintain momentum so that plan-making projects do not “drag” and lose support. Throughout each project, we combine sound research and analysis; thorough understanding of the plan-making process and the legal / administrative requirements relevant to each particular project; and, skilled facilitation of focused discussions and consultations.

Our experience in preparing plans at such a wide range of levels – national, regional, district and neighbourhood – puts OpenPlan in what is probably a unique position for a small professional practice. It means that we can adapt readily to the particular requirements and expectations of each community, helping them to achieve a plan that not only meets the legal and procedural requirements, but is also tailored very specifically to their particular place. We understand the requirements that have to be met for each type of plan and we make sure that these are complied with fully. In reality, whether the plan is for a whole country, a city, a neighbourhood or a village, the basic plan-making process is really much the same. The important differences are the people and the place. The strength of our placemaking approach is that it always ensures that the plan fits the place and meets the particular needs of that place’s community.

Working with Parish and Town Councils

It is our strong conviction that a neighbourhood plan should be produced by the community of that neighbourhood. For a consultant, the emphasis should, therefore, be on *supporting*. When appointed to support the preparation of a Neighbourhood Plan, our work focuses on:

- providing professional advice as experienced plan- makers;
- making sure that the emerging plan, and the processes involved in preparing it, comply with the legal / administrative requirements;
- undertaking professional analysis of relevant information (socio/economic data, environmental information, national and local policies etc.) to ensure that the Neighbourhood Plan has a sound evidence base;
- helping to identify key issues and recommending ways in which they may be addressed in the Neighbourhood Plan;
- helping the community to develop and express its vision and objectives, and translating these in to clear and effective policies;
- making sure that the Neighbourhood Plan is drafted in a professional way, but without it being just an “anywhere” plan.

Experience has taught us that one of the biggest challenges for any community-led planning process is to maintain enthusiasm and momentum. Those factors are linked: a plan-making process must be thorough, but if it takes too long there is a strong risk that all but the most committed members of the community will lose interest and may “disengage” – until the referendum, at which point many people may not feel that the plan is theirs. With this in mind, we recommend that our involvement should be structured around active “workshop” events, using these dynamic, collaborative opportunities to develop core content with the Working Group that will underpin and drive the plan-making process.

Our emphasis is on working closely with the council’s neighbourhood plan group, providing the required guidance, support and inputs of professional expertise. Our team is experienced and very competent in this approach to neighbourhood planning. We have a strong track record in delivering positive results for many Parish Councils in the region. For this contract, OpenPlan’s Senior Planner, James Green, will be the project lead overseeing an integrated studio approach to delivering the proposal, drawing on the appropriate expertise and experience of the whole team to deliver a high quality, robust and consistent service.

Team Members

James Green, Senior Planner, is an experienced planner who has the knowledge, skills and capabilities gained within the private sector and local government to bring insight and leadership to shape planning and place-making strategies that enrich communities. With expertise in balancing competing demands and interests within the planning process and a collaborative and open management style, James fosters strong relationships and helps communities to navigate the planning jargon and legislation in order to set out clear and effective plans. James’ particular areas of expertise include research, analysis and appraisal, including Sustainability Appraisal, and policy formulation. James is a Member of the Royal Town Planning Institute and one of the DCLG Neighbourhood Champions.

Steve Kemp, Executive Director, has over 35 years’ professional planning experience, both in local authorities and as a consultant. This has included leading Local Plan teams for UK local authorities and leading national planning teams overseas. Steve’s extensive plan-making experience enables him to see – and help others to see – the whole picture throughout the process, ensuring that it is undertaken logically and systematically, whilst remaining vision-driven throughout. Steve is also an experienced and effective facilitator and trainer, having led many community engagement events and delivered training to officers and members of local authorities and parish councils, and being a lecturer and tutor in place-making and Urbanism at the University of Lincoln. Steve is a Member of the Royal Town Planning Institute, an academician of the Academy of Urbanism and a Fellow of the RSA.

Simone Landucci, Planner, joined OpenPlan in October 2016. Simone is a Planning graduate with extensive relevant work experience gained in the UK, Netherlands, Italy and China and is rapidly developing skills in neighbourhood plan preparation. Simone is highly proficient in the use of GIS mapping programmes and in site assessment and analysis exercises.

Charlotte Kemp, Creative Director, is a cultural development and community engagement specialist. She is an accomplished community participation facilitator and is skilled in producing highly effective community engagement programmes and activities. An experienced event manager, Charlotte is also a qualified PRINCE II Project Manager.

Our proposal

We have identified below and in the table on the following page the main tasks that we would expect to undertake to support the work required outlined in the terms of reference.

The tasks reflect our interpretation of what is likely to be required and is informed by our experience supporting other neighbourhood plan groups. However, we recommend that the scope of work that we have outlined is refined through discussion with the Steering Group to ensure that our inputs are directed to the most appropriate areas of work.

Stage 1: Visioning and Objectives and Issues and Options consultation, July - August 2017

- Initial meeting between the Steering Group (SG) and OpenPlan to agree timeframes of each stage and input required from the SG.
- Visioning and Objectives workshop - event hosted by OpenPlan and the SG, open to the local community to develop a shared vision and objectives for the Plan.
- Preparation of Issues and Options document for consultation with local residents.

Stage 2: Developing the evidence base and site assessment, July - October 2017

- Design & Character Assessment - we will provide the SG with a template and methodology to undertake an in-depth assessment of the design and character of the area, incorporating good placemaking principles. This will involve undertaking walking tours of the different areas of the Town which should be open to local people to join and input into the assessment. This work will also help identify public areas, facilities and services to be protected and developed. OpenPlan will then work with the SG to analyse and finalise this assessment so it can be used to shape design policies within the Plan. **This work is only required if consultation results suggest this in an important issue that local people want to see incorporated into the Plan.**
- Local Green Space Assessment - we will provide the SG with a template and methodology to assess important local green spaces in the area so they can be identified and protected within the Plan. **This work is only required if consultation results suggest this in an important issue that local people want to see incorporated into the Plan.**
- Sustainability Appraisal Scoping Report - As the Plan will allocate sites for development, it is likely a Sustainability Appraisal will be required, a Scoping Report is therefore required so it can be agreed how this will be undertaken.
- Site Appraisal and Assessment - we will develop a Site Appraisal Framework that is agreed by the SG, RCC and other relevant stakeholders. We will then undertake an assessment of sites in the area to identify suitable sites for consideration, this work will also include advice and guidance on how to involve the local community in the process.

Stage 3: Preparation of the Draft Plan and Draft Sustainability Appraisal, October 2017

- Preparation of Draft Neighbourhood Plan including advice and support on undertaking Regulation 14 consultation.
- Preparation of Draft Sustainability Appraisal including managing consultation with statutory consultees.

Stage 4: Preparation of final documents for submission to RCC, December 2017

- Make necessary amendments to the Plan following Reg 14 consultation and preparation of final Submission Neighbourhood Plan
- Preparation of Basic Conditions Statement

Tasks	No. of days @ £450 per day
<p>Stage 1: Visioning and Objectives and Issues and Options consultation, July - August 2017</p> <ul style="list-style-type: none"> • Initial meeting with SG - mid July 2017 • Vision & Objectives workshop - late July 2017 • Prepare Issues and Options document and consult with local residents - consultation complete late August 2017 	<p>0.5</p> <p>3</p>
<p>Stage 2: Developing the evidence base and site assessment, July - October 2017</p> <ul style="list-style-type: none"> • Design and Character Assessment - commence early August 2017 • Local Green Space Assessment - commence late August 2017 • Sustainability Appraisal Scoping Report - complete late July 2017 • Site Appraisal Framework and Site Assessment - commence late July 2017 and completed with final consultation event mid October 2017 	<p>3</p> <p>2</p> <p>2</p> <p>5</p>
<p>Stage 3: Preparation of the Draft Plan and Draft Sustainability Appraisal, October 2017</p> <ul style="list-style-type: none"> • Preparation of Draft Neighbourhood Plan including advice and support on undertaking Regulation 14 consultation - document complete late October 2017, Reg 14 consultation to take place late October to early December 2017 • Preparation of Draft Sustainability Appraisal including managing consultation with statutory consultees - document complete late October 2017 for Reg 14 consultation 	<p>3</p> <p>4</p>
<p>Stage 4: Preparation of final documents for submission to RCC, December 2017</p> <ul style="list-style-type: none"> • Make necessary amendments to the Plan following Reg 14 consultation and preparation of final Submission Neighbourhood Plan - complete mid December 2017 • Preparation of Basic Conditions Statement - complete mid December 2017 	<p>2</p> <p>1</p>
	<p>25.5 days £11,475 (Ex VAT)</p>

Our quotation remains valid and open for acceptance by the Parish Council until the expiry of 30 days from the last date for the receipt of quotations.

Additional Charges (by agreement)	Cost
Travel	40 pence per mile
Printing (if necessary)	at cost
Additional Charges (by agreement)	£60 per person per hour

Notes:

1. We expect that accommodation for any workshop events and associated refreshments will be provided / funded by the client.
2. The quoted fee does not include any printing costs of the Neighbourhood Plan, supporting documents, or materials required for use at consultation events.
3. It is assumed that RCC will provide support with all mapping needs during the development of the Plan so no cost has been attributed to this component.

CV's

James Green

MPlan (Hons), MRTPI



Main Disciplines

- Placemaking
- Spatial Planning
- Neighbourhood Planning
- Urbanism
- Sustainable Development Planning

Key Skills

- Policy development and research
- Sustainability Assessment
- Stakeholder Engagement
- Relationship Management
- Creative Problem-solving
- Strategy development

Experience:

James is an experienced planner who has the knowledge, skills and capabilities gained within the private sector and local government to bring insight and leadership to shape planning and place-making strategies that enrich communities. With expertise in balancing competing demands and interests within the planning process and a collaborative and open management style, James fosters strong relationships and helps communities to navigate the planning jargon and legislation in order to set out clear and effective plans.

James' particular areas of expertise include research, analysis and appraisal, including Sustainability Appraisal, and policy formulation. James is a Member of the Royal Town Planning Institute and one of the DCLGs Neighbourhood Champions.

Major relevant projects include:

Cuckney, Norton, Holbeck, Welbeck Neighbourhood Plan (2013 - 2016)

Worked with the Steering Group in this entirely Welbeck Estate owned area to produce a Neighbourhood Plan that included numerous allocations for future development. Mediated between the local community and land owner whilst undertaking a site assessment exercise in an area with a high number of designated heritage assets and local infrastructure issues.

Also undertook a Sustainability Appraisal of the Neighbourhood Plan and prepared other final supporting and evidence based documents.

Clarborough & Welham Neighbourhood Plan (2014 - 2017)

Mediated and led the process of developing a comprehensive indicative masterplan for inclusion in the Plan for a large resident site allocated for development within the Plan itself. This work involved undertaking consultation with all relevant stakeholders with regards to the site, including service providers and other statutory consultees.

Misterton Neighbourhood Plan (2016 - 2017)

Developed a Site Assessment Framework and undertook an assessment of all sites submitted in the area through a call for sites exercise, to identify those suitable for allocation in the Plan. This work involved preparing and consulting on the framework with relevant stakeholders, before undertaking an in depth assessment of all submitted sites and arranging an engagement strategy to involve local people in the process. Misterton is a small town that has a significant number of planning constraints that had to be considered through this process, such as heritage concerns and most significantly flooding issues.

Harworth & Bircotes Neighbourhood Plan (2012 - 2015)

Supported the Town Council prepare a Neighbourhood Plan in a former mining town with high levels of unemployment and deprivation. The Plan focussed on regeneration of the Town Centre and developing a masterplan for the former Colliery site, this included the delivery of: 750 new homes, a new school, community facilities and areas of public open space.

Also undertook a Sustainability Appraisal of the Neighbourhood Plan and prepared other final supporting and evidence based documents.

Qualifications and Memberships:

- MPlan (Hons) Urban Studies and Planning (University of Sheffield, England)
- Member of the Royal Town Planning Institute (MRTPI)
- Young Urbanist of the Academy of Urbanism (AoU)

Employment Record:

Currently (since May 2017):

OpenPlan: Senior Planner

August 2013 - May 2017

Neighbourhood Planning Officer at Bassetlaw District Council

Steve Kemp

BA (Hons), DipTP, MRTPI, AoU



Main Disciplines

- Placemaking
- Spatial Planning
- Master-planning
- Urbanism
- Urban Design
- Sustainable Development Planning
- Integrative Planning

Key Skills

- Policy development and research
- Assessment and Evaluation
- Stakeholder Engagement
- Project Management
- Creative Problem-solving
- Strategy development

Experience:

Steve has over 35 years' professional planning experience, both in local authorities and as a consultant. This has included leading Local Plan teams for UK local authorities and leading national planning teams overseas. Steve's extensive plan-making experience enables him to see – and help others to see – the whole picture throughout the process, ensuring that it is undertaken logically and systematically, whilst remaining vision-driven throughout.

Steve is also an experienced and effective facilitator and trainer, having led many community engagement events and delivered training to officers and members of local authorities and parish councils, and being a lecturer and tutor in place-making and Urbanism at the University of Lincoln. Steve is a Member of the Royal Town Planning Institute, an academician of the Academy of Urbanism and a Fellow of the RSA.

Major relevant projects include:

Neighbourhood Plan Training for Lincolnshire Parish Councils (2013)

Delivered a robust programme of support and training events for members of parish councils on behalf of the National Association of Local Councils, Lincolnshire Association of Local Councils and CPRE. The aim was to build confidence, understanding and capability in required procedures and methodologies to enable parish and town councils to deliver successful, locally-rooted neighbourhood plans. Participants from about 60 parish councils across Lincolnshire were taken through the required procedures and engaged in exercises to train them in the use of appropriate methods.

Hemswell Cliff Masterplan - West Lindsey District Council (2015 – 2016)

Leading a multi-disciplinary team in the production of a masterplan to guide the future growth and development of Hemswell Cliff, a former RAF base, as a strategic employment area and establish a more sustainable residential settlement. The masterplan site includes the disused military base and is being used, in part, to secure DEFRA funding to develop a new Central Lincolnshire Food Enterprise Zone.

Lincoln Sub-Regional Growth Study and Gainsborough Sub-Regional Growth Study - West Lindsey, North Kesteven and the City of Lincoln District Councils and Lincolnshire County Council (2015 - 2016)

Directing these projects, which are exploring ways in which growth projections and aspirations for these two distinctive areas in Lincolnshire can be accommodated in the most sustainable ways. There was particular emphasis on employment growth, economic development housing provision and placemaking.

The work involved: definition of the sub-region boundaries, based on housing market and commuting data; assessment and quantification of the spatial requirements for housing, employment and other provision; identification of infrastructure requirements and delivery mechanisms; assessment of brownfield and greenfield capacities; and evaluation of a number of alternative spatial options for growth.

In addition to directing the project overall, Steve also lead on spatial analysis and planning, sustainability appraisal and placemaking aspects.

Local Plan for North East Lincolnshire - North East Lincolnshire Council, via Cofley Ltd (2014 - 2017)

Provided spatial planning and placemaking support to the Council's contracted service provider, Cofley. Formulating effective spatial strategies and policies; providing a Placemaking perspective; and, facilitating key stakeholder engagement and participation.

The Local Plan guides development of this highly industrialised area on the Humber Estuary on the east coast of England, which focuses on the ports of Grimsby and Immingham and includes extensive areas of oil refineries and chemical works; the coastal resort of Cleethorpes; and, inland, a number of villages set in agricultural land.

The plan facilitates an aspirational growth agenda, through which the Council intends to tackle significant economic, social and environmental challenges that the area has been facing over recent decades.

Qualifications and Memberships:

- BA(Hons) Geography & Sociology (University of Hull, England)
- DipTP - Post-Graduate Diploma in Town & Country Planning (Nottingham Trent University, England)
- Member of the Royal Town Planning Institute (MRTPI)
- Academician of the Academy of Urbanism (AoU)
- Fellow of the Royal Society for the Encouragement of Arts Manufacture and Commerce (FRSA)

Employment Record:

Currently (since March 2012):

Executive Director of Open Plan Consultants Ltd

2010 – 2012:

Director of Globe Consultants

1999 - 2010:

Partner at Lichfield Planning LLP

1992 – 1999:

Chief Development Planning Officer at the City of Lincoln Council

1983 – 1992:

Various Senior Planning posts at the City of Lincoln Council

1980 – 1983:

Senior Planning Assistant at Boothferry Borough Council

1978 – 1980:

Planning Assistant at Lancaster City Council

Simone Landucci



MSc Spatial Planning and Environmental Policy

MSc Urban and Regional Planning

Main Disciplines

- Urban Planning
- Placemaking
- Planmaking
- GIS Analysis
- Data Analysis
- Assessment and Appraisal

Key Skills

- Urban and Regional Development
- Community & Stakeholder Engagement
- Graphic Design
- Building relationships
- Creative Problem-solving

Experience:

Simone Landucci, Planner (OpenPlan), is a young graduate planner with extensive academic and professional experience gained in the UK, Netherlands, China and Italy. Simone is rapidly improving skills in the neighbourhood planning process, introducing at the same time state-of-the-art data collection and analysis methods, and plan-making and place-shaping solutions. Simone's expertise includes qualitative and quantitative research, spatial analysis and mapping, policy formulation and appraisal, and community engagement.

Major relevant projects include:

Alford Neighbourhood Plan -Alford Town Council (2017- ongoing)

Supporting Alford Neighbourhood Plan Steering Group in the Site Allocation exercise. Simone employed a GIS visualisation and analysis to perform a sensitivity test on the site allocation, revised the Multi Criteria Analysis methodology employed by the client, and verified the result of the scoring exercise. Assisting the policy-making process, liaising with East Lindsey District Council, and supporting the preparation of consultation exercise on Site Allocation.

Osgodby Neighbourhood Plan - Osgodby Parish Council (2016-2017)

Preparing a criteria-based residential development policy to manage future development, and preparing a Capacity Study to assess the capacity of the Village to accommodate the required level in development in preferred locations. Assisting the policy-making process, mapping, and preparation of consultation exercises on the Capacity Study and Draft Policies.

Policy research on the Wellbeing of Future Generations Act and analysis of legal and regulatory Welsh Planning Framework - Cynnal Cymru (Sustain Wales) (2015 - 2016)

Researching the effects of the emerging Welsh flagship legislation on sustainable development, the Wellbeing of Future Generations Act, on socio-economic regeneration of South Wales Valleys. Performing semi-structured interviews, collecting and analysing data, analysing regeneration strategies and best practices of socio-economic regeneration, and undertaking comparative and gap analysis of the Welsh legal and regulatory planning process. Writing a final Report, including recommendations, to be submitted to the newly appointed Future Generation Commissioner.

Research on Corporate Social Responsibility - School of Geography, Cardiff University (2015)

Researching and analysing the governance structure for Corporate Social Responsibility policies and initiatives at Cardiff University. Identifying best practices in the field of CSR in several universities across Europe, and help developing a new governance structure for Cardiff University to better manage future CSR actions. Final Report and Recommendations submitted to the Vice Chancellor at Cardiff University.

Qualifications and Memberships:

- MSc Spatial Planning and Environmental Policy (University of Cardiff, Wales)
- MSc Urban and Regional Planning (Radboud University, the Netherlands)
- BA Language, Culture and Society of Eastern Asia (Ca' Foscari University, Italy)
- Young Urbanist of the Academy of Urbanism

Employment Record:

Currently (since October 2016):

Planner at Open Plan Consultants Ltd

September 2015 – January 2016:

Research Intern at Cynnal Cymru - Sustain Wales

March 2015 – August 2015:

Research Assistant School of Planning and Geography, Cardiff University

Charlotte Kemp

BA (Hons), PRINCE 2 Practitioner



Main Disciplines

- Placemaking
- Urbanism
- Cultural Development
- Marketing & Brand Development
- Business Development
- Event Management

Key Skills

- Community & Stakeholder Engagement
- Project Management
- Relationship Management
- Creative Problem-solving
- Resource development
- Strategy development

Experience:

Charlotte is an experienced cultural development and community engagement specialist, with 10 years' experience of developing programmes of activity to engage and enhance experiences of communities and audiences. As Creative Director of OpenPlan, Charlotte's role focuses on the significance of culture within placemaking developing creative approaches to engage communities and amplify local voices in the plan-making process.

Major relevant projects include:

Placemaking Strategy for Sincil Bank - City of Lincoln Council (2016 - 2017)

Leading the community engagement elements of this 9 month project to develop a place shaping strategy for a large urban neighbourhood in the city of Lincoln. Designed and facilitated interactive workshops to develop a shared vision for the future wellbeing and prosperity of the community; led informal community interactions; designed and facilitated community-led action-planning activities. Curated and produced a community celebration event in an under-supported part of the neighbourhood, attracting over 200 residents and featuring a programme of community activities, live music, food & drink.

Public Engagement Delivery for the Western Growth Corridor Proposed Development - City of Lincoln Council (2017 - ongoing)

Leading the engagement of existing residential and business communities in areas in close proximity to the proposed development site. Programming and facilitating awareness-raising events to create opportunities for communities to engage with the proposals and share their thoughts, concerns and aspirations. Programming and facilitating themed workshops to address common areas of concern. Facilitating cross-generational focus-group workshops to develop a community-led vision and supporting objectives to influence the look, feel and lifestyle offer of the new development.

Public Art Commissioning Strategy for Communities in Ashfield - Ashfield District Council (2016 - 2017)

Working with residents in two new neighbourhoods to develop a clear vision for how public art interventions (funded with Section 106 monies) can contribute to broader aspirations for the future wellbeing of these communities. Included producing a 'festival-style' event with artist-led community activities to build understanding of local strengths, values and concerns; developing and facilitating new Community Commissioning Groups in each neighbourhood to produce a vision for the artworks and agree appropriate function, form and process of creation; hosting public sharing events to present the work of the CCGs to other local residents and encourage further contributions.

Placemaking: St. Martin's Square, Lincoln, UK - Lincoln Business Improvement Group (2014)

Lead community engagement activities, including site visits and workshops to develop a strong, community-owned vision for the square.

Community Plan for St. David's to Six Cross Roads, Barbados - Government of Barbados (2014 - 2016)

Project Manager and Community Engagement Lead for the project team commissioned to develop a community plan for a large site in Barbados. Responsibilities included: coordinating workplans; arranging and facilitating meetings; managing timescales and budget expenditure; liaising with key stakeholders; corresponding with associated agencies and organisations; preparing interactive workshops and discussions with community groups; facilitating site visits and workshops and ensuring that all community engagements allowed the project team to develop insights to the values, aspirations and issues faced by communities within the site area.

Qualifications and Memberships:

- BA(hons) Drama and Theatre Studies (University of Hull, England)
- PRINCE 2 Practitioner (Project Management Accreditation)
- Young Urbanist of the Academy of Urbanism
- Member of the Creative Industries Federation

Employment Record:

Currently (since March 2012):

Creative Director of Open Plan Consultants Ltd

May 2010 – February 2012:

Audience Development and Participation Project Worker for Lincolnshire One Venues, Lincolnshire UK

November 2008 – May 2010:

Development Officer at Lincoln Drill Hall

OpenPlan's Ethical Principles

OpenPlan will work with its clients and partners on projects that help communities to thrive; that respect their needs, concerns and aspirations; and, that are rooted in local context.

We will work on projects, plans and activities that help to create or maintain places that are:

- socially and economically inclusive and equitable;
- resilient and prosperous;
- safe;
- healthy;
- distinctive; and,
- ecologically sustainable.

We will value and support the contributions that cultural distinctiveness, cultural expression and creativity make to the well-being of communities and individuals, and look to embed these in our work.

In our spatial planning work, we will follow the **Royal Town Planning Institute's Code of Conduct**.

In all our work, we will adhere to and promote the 10 Principles of the **United Nations Global Compact**, which are:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

We will not knowingly undertake any work or other activities that are inconsistent with the principles embodied in the commitments we have made above.

References

If you would like a client's-eye view of the work we do, please feel free to contact the following people who have used our services recently:

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