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1. Introduction

1.1 What is a Neighbourhood Plan?

The Government’s Localism Act, published in November 2011, sought to reform the planning system to give local people new rights to shape the development of the communities in which they live.

The Act introduced a new type of community-led initiative known as a Neighbourhood Development Plan (more commonly referred to as a Neighbourhood Plan). These plans set out policies on the development and use of land in a parish or ‘neighbourhood area’.

Once such a plan is made, and adopted, it becomes part of the Development Plan for Broadland District. This means that it will become a main consideration within the planning system.

The Act also states that planning permission will be able to be granted through a Neighbourhood Development Order. These allow planning permission to be granted for a specific scheme within a specific location within the parish or ‘neighbourhood area’.

In addition, the Act introduced a sub-category of Neighbourhood Development Order, called a Community Right to Build Order, which provides for community-led site development.

This guidance document focuses on the process for producing a Neighbourhood Plan. In order for a Neighbourhood Plan to be adopted, it needs to be in general conformity with strategic planning policies within the adopted Development Plan. It also needs to demonstrate support from the local community.

1.2 What are the benefits?

Developing a Neighbourhood Plan can help communities to play a greater role in shaping the future of their area.

It will bring together residents, businesses, local groups, landowners and developers to share ideas and build consensus about what needs to be accomplished in the area.

It can also help to create lasting partnerships both within and outside the community, for example with public service providers, third sector organisations or development companies.

In particular, neighbourhood planning offers communities a direct route for including their own local planning priorities and aspirations within the broader planning system. Once a Neighbourhood Plan is adopted, it forms one of the main considerations when determining planning applications that fall within the parish.
In addition, parishes that have a Neighbourhood Plan adopted will receive 25% of the Community Infrastructure Levy (CIL) charged on any future developments, as opposed to a 15% award which is also ‘capped’. This money can be used by the parish/town council to spend on local infrastructure projects. CIL is a payment made by developers on any development schemes which they receive permission for and build within the District. The money comes to the District Council, first and foremost, and it is used to pay for necessary infrastructure projects in Broadland (see section 4.2 for more details).

1.3 Who should be involved?

The parish or town council for the area needs to initiate and lead the process, but this should not mean that they develop the Neighbourhood Plan in isolation from the rest of the community.

The involvement throughout the process of a broad range of local stakeholders will help to strengthen community support for the plan (this is very important for the referendum stage – see later) and make its implementation easier.

The following is a list of stakeholders that the parish/town council should seek to involve in the process:

- Residents
- Community organisations
- Elected representatives
- Businesses
- Landowners
- Developers

At certain stages it will also be necessary to involve officers from the local planning authority (Broadland District Council and, in some locations, the Broads Authority) and, potentially, other public sector service providers such as Norfolk County Council (as the highway authority, education authority etc.) This might be to provide advice, guidance or information on a particular matter or to comment on draft documents.

1.4 How do you develop a Neighbourhood Plan?

There is no set process for producing the Plan itself, although there is plenty of good practice to learn from. The main elements of the process involve early and ongoing community engagement and consultation, and developing and testing policy ideas, before writing them into the draft Neighbourhood Plan.

There are certain statutory elements of the process, outlined in the Neighbourhood Planning (England) Regulations 2012. These statutory stages largely come into play once a Neighbourhood Plan has been drafted. However, there will be certain issues that need to be addressed during the early stages of a plan’s production. These are discussed elsewhere in this guidance.
Figure 1, overleaf, summarises the process for developing a Neighbourhood Plan. It sets out the key stages as well as a summary of the different tasks involved during each stage.
### Getting Started
- Get the community on board
- Establish a steering group
- Produce a programme for developing the Plan
- Develop a communication strategy
- Seek funding to develop the Plan
- Designate the Neighbourhood Area

### Developing a Vision & Objectives
- Gathering evidence
- Draft the vision and objectives
- Check for general conformity with strategic policies in the Development Plan
- Check draft vision and objectives with community
- Draft and consult on Scoping Report for Sustainability Appraisal

### Developing the Plan
- Develop and assess policies
- Develop an implementation plan
- Finalise the draft of the Neighbourhood Plan
- Produce Sustainability Appraisal report
- Check for general conformity with strategic policies in the Development Plan
- Consult stakeholders and community on draft Neighbourhood Plan
- Amend Neighbourhood Plan, if necessary
- Develop Basic Conditions Statement and Consultation Statement

### Submission of Plan to Broadland District Council
- Submit Neighbourhood Plan to Broadland District Council
- District Council assesses documents
- District Council invites representations on Neighbourhood Plan
- Appointment of examiner
- Examiner’s report published

### Referendum
- Broadland District Council co-ordinates local referendum

### Adoption
- If referendum indicates community support, the Neighbourhood Plan is adopted by the local planning authority

Fig. 1 – Process for producing a Neighbourhood Plan.
2. Getting Started

A Neighbourhood Plan should be community-led, with the parish/town council in the driving seat. The Plan depends on local leadership and participation to be successful.

Before the main activity of developing the Plan can commence, it will be important to do some initial preparation.

It is important to document everything you do from this point onwards to provide an evidence base that can be used at later stages in the process.

2.1 Get the community on board

If the community is not supportive of the idea of a Neighbourhood Plan, right from the start, then it will be extremely difficult to produce a document that reflects its priorities and aspirations, and that ultimately attracts its support at a referendum.

The wider community should be informed about the parish/town council’s intentions and given the chance to get involved right from the start.

- This could be achieved by holding a public meeting within the community, to explain the intentions of developing a Neighbourhood Plan, to identify broad issues that residents would like it to consider, and to recruit community volunteers to a project steering group (see below).

- The parish/town council could also write to local groups/organisations to notify them of their intentions and to identify the level of interest these groups may have in taking part in the Neighbourhood Plan.

- The key to keeping the community on board is plenty of good publicity and communications at the beginning of and throughout the process.

2.2 Establish a steering group

The parish/town council will need to set up a steering group to co-ordinate the project.

Although this will need to feature representation from parish/town councillors, it is also important that wider representation is sought from the community, as the goal of the process is to create a Neighbourhood Plan that reflects the vision of the entire community. The more representative the Neighbourhood Plan steering group is, the better the plan is likely to be.
Additional representation on the steering group could be sought from:

- Residents
- Representatives of community organisations
- Business owners
- Landowners

It will be important for the parish/town council to consider the full range of skills, knowledge and experience that it requires in a Neighbourhood Plan steering group. However, it is important to remember that too large a group will not be as effective.

How this steering group is selected will also determine the support that the project receives from the community. A selection process that is fair, open and inclusive will ensure a greater degree of community support.

If the parish/town council is holding a public meeting (as discussed in 2.1) then this could be an ideal opportunity to recruit members to join the Neighbourhood Plan steering group.

Once the steering group is in place, it will be important to appoint a chairman, secretary and treasurer.

It will also be important to establish what the formal links are between the group and the parish/town council, as the overall project needs to be overseen by the latter organisation.

In this regard, and to help focus the work of the steering group members, it is advisable to produce some simple terms of reference for the Neighbourhood Plan steering group. A ‘Specimen Terms of Reference for Neighbourhood Plan Steering Groups’ document is included with this Guidance in Appendix 2.

Once adopted, your terms of reference should be displayed on your parish/town council and/or Neighbourhood Plan project website, along with minutes of steering group meetings, so that the group is fully transparent and accountable to the public.

2.3 Produce a programme for developing the Plan

Before embarking on the main activity of developing the Neighbourhood Plan, it will be necessary for the steering group to produce a rough programme of what it thinks it will have to do throughout the process.

In particular, it is worth thinking about:

- What skills do individuals have within the steering group?
- What activities will need to be carried out at each stage of the Neighbourhood Plan? (e.g. meetings, publicity, surveys, events etc.)
What activities can the steering group do themselves?

What activities might the steering group need to bring in external support to help deliver? (e.g. consultants, Broadland District Council)

What funding will be needed to carry out these activities and/or fund consultancy services?

How much time should be set aside to accomplish each stage?

This programme will help the steering group to focus and monitor its activity and to think about what funding and other resources might be required for developing the Neighbourhood Plan.

Whilst there is no specified time period within which a Neighbourhood Plan should be produced, it will be important for the steering group not to lose momentum with the project.

In addition, should the steering group seek funding, most grant providers will have strict deadlines by which any grants should be spent. It is felt that most Neighbourhood Plans can be prepared and adopted within 18-24 months.

A ‘Milestone and Budget Planner’ is included as Appendix 1 to this document. This will help steering groups to prepare their programme of activity for developing the Neighbourhood Plan as well as providing an indication of the costs involved.

Appointing Consultants

The Neighbourhood Plan steering group may wish to talk to professional consultants regarding the Neighbourhood Plan. Before making an approach, the steering group will need to be clear about what assistance they are asking for. Is the group looking for a consultant to manage the Neighbourhood Plan process from start to finish, or is the group looking for professional assistance for specific parts of the process (e.g. drafting policies, designing development schemes, undertaking a sustainability appraisal)? The answer to this question may well depend on what skills and knowledge the group has in order to undertake different parts of the process itself.

Before talking to any consultants, the steering group should ensure it has set out a brief explaining exactly what it would like a consultant to undertake on its behalf. It should set out the specific end result that the group would like to see from the appointment and the date by which the group would like that result achieved.

It is also important that the brief sets out the steering group’s expectations in terms of regular communication with the consultant – are regular meetings required, or is it sufficient to undertake most communication by email/telephone? If so, who will be the main point of contact on the group?
In addition, will the group retain ownership of any documents that are produced? This can be particularly important if the steering group is only employing the consultant for a specific piece of work, as there may be a need to make revisions to the resulting document at a later date (meaning that the group will need to have access to the master copy of that document).

If it is decided that a consultant should be appointed to assist the group then it is advisable to meet with and interview at least three different, qualified individuals. When meeting with consultants it will be important to ascertain how they would charge for their fees. Some consultants charge a daily rate and some will quote a flat fee based on a certain timescale for undertaking the work.

2.4 Develop a communication strategy

In any community project, communication and publicity with the wider community from an early stage and throughout the process is vital. People are more likely to participate if they are kept informed.

In the case of developing a Neighbourhood Plan where the support of the community at the referendum stage is crucial to its adoption, the need to keep information flowing takes on an even greater significance.

The Neighbourhood Plan steering group may find it useful to create an informal and brief ‘communication strategy’, setting out how and when it will communicate with the community and other stakeholders. This will be useful to refer to as the process moves forward.

Different ways of getting messages out to the community include:

- Putting up posters/banners
- Delivering flyers through letterboxes
- Talking with neighbours, community groups, businesses etc.
- Use I.T. – parish websites, blogs, social media (e.g. Facebook, Streetlife, Twitter), email groups etc.
- Put regular notices in parish newsletters or magazines
- Contacting local media (e.g. press, radio, television) for major announcements

2.5 Seek funding to develop the Plan

Once the steering group has a programme of activity in place, setting out timescales and resources, as well as a communication strategy, then it should be possible to produce an estimated budget for preparing the Neighbourhood Plan.

With a budget in place, the steering group should look to identify funding with which to carry out its project. In the first instance it is worth talking with the main support contact at the District Council (see page 32) to explore any financial support that the local authority might be able to offer. In addition, there may be
other sources of potential funding that the Council can signpost the steering group towards.

There is also the possibility that the parish/town council might be able to contribute some funding towards the project. A local contribution like this can sometimes encourage other grant providers to offer funding.

If the steering group wish to appoint a project manager then certain candidates may well assist the group to prepare the initial project plan and seek the funding required on the basis that if the bid(s) are unsuccessful then they will charge no (or a very nominal) fee.

2.6 Designate the Neighbourhood Area

The neighbourhood area is the area to which the proposed Neighbourhood Plan (or Neighbourhood Development Order) will relate.

The expectation in Broadland is that, in most cases, neighbourhood areas will follow parish boundaries. However, a neighbourhood area can cover only part of a parish or a combination of parishes, if necessary.

If the proposed neighbourhood area covers more than one parish, then the affected parish/town councils will be expected to work together, jointly. This will also have implications for representation on the steering group (see 2.2) and the scale of community engagement and consultation that the process will require.

A proposal for designating a neighbourhood area must be submitted by the relevant parish/town council(s) to Broadland District Council (and The Broads Authority, if necessary), for its approval, in the early stages of developing the Neighbourhood Plan.

The box on the following page sets out the process for designating the neighbourhood area.
Designating a Neighbourhood Area (as required by Regulation 5 of the Neighbourhood Planning [General] Regulations 2012)

1. Decide upon the neighbourhood area – the area to be covered by Neighbourhood Plan.

2. Submit an ‘area application’ to Broadland District Council, to include:
   (a) a map showing the boundary of the proposed area
   (b) a statement explaining why this area has been chosen
   (c) a statement that the application is being made by the parish/town council (i.e. it has been proposed by the relevant body)

3. Broadland District Council will then put on its website (and in other localised publicity):
   (a) the application
   (b) details of how to comment on the application
   (c) the deadline date for comments (no less than 6 week consultation)

4. Broadland District Council then considers all of the comments and decides whether or not to approve the neighbourhood area application. (N.B. representations and the District Council’s assessment should relate to the proposed neighbourhood area, not to the question of whether a Neighbourhood Plan should be undertaken or not).

5. If the Council approves the area, then the following information will be put on the website (and in other localised publicity):
   (a) the name of the neighbourhood area
   (b) the map of the area
   (c) the name of the organisation that applied for the designation

6. If the Council refuses the area, then the following information will be put on the website (and in other localised publicity):
   (a) a document setting out the decision and the reasons for it
   (b) details of where and when the decision document may be inspected
3. Developing a Vision & Objectives

Developing a vision and a set of objectives to guide the future growth of the community will be an important first stage in producing the Neighbourhood Plan.

The vision is an overarching statement, or series of statements, describing what the community will be like to live and work in, by the end of the Neighbourhood Plan period.

The objectives will set out what the community wants to achieve in order to help realise the vision.

Detailed policies and actions can then follow which will set out how to deliver these objectives.

3.1 Gathering Evidence

In order to help produce the vision and objectives for the area, it will be necessary for the Neighbourhood Plan steering group to get a clear picture of the community’s characteristics and understand whether there are any current or emerging proposals that will affect the area. This is sometimes known as ‘developing an evidence base’. There are several different ways in which the steering group can gather evidence.

a) Community profiling

This ‘profiling’ of the community will involve gathering statistical data on population size, household size, incomes, family composition etc. This helps to build up a social portrait of the community. A good source of parish data is the ‘Neighbourhood Statistics’ website, developed by the Office of National Statistics (ONS). This is located at: www.neighbourhood.statistics.gov.uk.

b) Identifying assets

It may be useful to do a stock take of all of the area’s physical assets and take note of their condition. This might include community centres / village halls, playing fields, sports facilities, footpaths, health facilities etc.

This could be carried out by the steering group, and other volunteers, by organising a walk (or several walks) through the area to note these details. Taking photos of these assets, and marking them on a map, could help to develop this ‘neighbourhood inventory’ which could come in useful at later stages in the process.

One tool that could help in this ‘stocktaking’ is something called ‘Placecheck’ that has been developed by Urban Design Skills. This offers a useful format for organising and undertaking a neighbourhood walk in order to look at what needs improving in the area. More information and a Placecheck toolkit are available from www.placecheck.info.
Broadland District Council also has a blog specifically aimed at steering groups working on Neighbourhood Plans, where documents such as the Placecheck toolkit and other resources are available to download: http://broadlandneighbourhoodplans.wordpress.com/

c) **Reviewing existing plans and strategies**

It will also be important to gather together information from any existing plans, strategies or studies that relate to or have an impact on the community. These could include:

- Previous community-led plans developed in the area (e.g. Parish Plans, Village Appraisals, Market Town Healthchecks)

- Local authority planning documents (e.g. Joint Core Strategy [2014], Development Management DPD [2015], Site Allocations DPD [2016], Growth Triangle Area Action Plan [2016], Landscape Character Assessment SPD etc.)

- Norfolk County Council’s Local Transport Plan

- Other strategies relating to housing, health, education, the economy etc., produced by different public service providers

It is important to try and understand what implications these plans have for the community.

If you are not sure which documents are applicable to your community, please discuss this with Broadland District Council officers.

d) **Discussions with stakeholders**

It will also be important for the steering group to establish contacts and have initial discussions with a range of stakeholders, to understand whether there are any other aspirations for the area that have not yet been developed into a plan or a strategy.

The steering group may wish to have discussions with:

- Local community organisations
- Local businesses
- Local landowners and/or their representatives
- Officers at Broadland District Council and Norfolk County Council (and the Broads Authority, if appropriate)
- Officers from other public agencies and service providers, as appropriate (e.g. Natural England, Historic England, NHS, Norfolk Wildlife Trust, local housing associations etc.)
e) **Engaging with the community to identify issues**

Another important factor in developing the evidence base is to find out what issues the community considers to be important, which could be addressed within a Neighbourhood Plan.

This will involve engaging with residents and businesses using different approaches. These could include:

- Community event (workshops / exhibitions etc.)
- Focus groups or discussions at meetings of local groups
- Survey (hard copy / web-based)
- Techniques tailored for different groups within the community (e.g. online survey for young people)

Some questions for the steering group to consider asking include:

- What are our strengths as a community? What do we do well?
- What can we improve or change in the community?
- What are we missing? What do we need to make the community a better place to live?
- What resources (e.g. people, places, services, land) do we have?
- What opportunities exist in the area?
- What are the barriers (physical, financial, environmental)?

The steering group may find that some of the information and responses it receives from the community doesn't really relate to the Neighbourhood Plan as such (e.g. issues regarding litter, social activities, communications etc.).

Whilst these may not be subjects for the Neighbourhood Plan to address, they will still be important issues for the community, and the kinds of issues that could be addressed via a different route. The parish or town council may wish to formulate a separate action plan, with the community, to deal with these wider social issues.
3.2 Draft the vision and objectives

In order to guide the vision and objectives, the steering group (and parish/town council) will need to decide the lifespan of the Neighbourhood Plan. Most Neighbourhood Plans seek to cover a similar period as the adopted Development Plan for the District as, if adopted, they will become part of that Plan. The current Development Plan for Broadland is effective until 2026, although work is commencing on a replacement which, once adopted, will be in place until 2036.

If you wish to discuss the implications of selecting the lifespan of the Neighbourhood Plan then contact one of Broadland District Council’s Neighbourhood Plan support officers (see page 32).

The vision and objectives should be based on the evidence gathered through the processes discussed in 3.1. The Neighbourhood Plan steering group could draft a series of vision statements, setting out what it will be like to live and work in the area by the end date of the Plan period, or there could be one single vision statement that will describe this in fewer words. However it is drafted, it is important that the vision is realistic and achievable.

A typical Neighbourhood Plan vision statement might include references to:

- What the area will look like
- What facilities there will be (e.g. parks, GP surgeries, shops, schools) and what their qualities will be
- What the social and economic outlook for the area will be

The objectives should be more specific and will set out how the vision will be achieved. For each element of the vision, there may be one or a number of objectives, depending on the different priorities of the community.

For example:

- Part of the vision may state that there will be ‘accessible, high quality areas of green space that allow for recreation and social interaction amongst all age groups’.
- An objective that relates to this part of the vision may be ‘to seek the provision of an informal, outdoor recreation space, within easy walking distance from the centre of the settlement.’
### 3.3 Check for general conformity with strategic policies in the Development Plan

Once the steering group has drafted a vision and objectives for the Neighbourhood Plan, it will be important to check that they are in general conformity with the strategic policies within the Development Plan for Broadland District, particularly the Joint Core Strategy, produced by the Greater Norwich Development Partnership. The Joint Core Strategy can be viewed on the Greater Norwich Growth Board website ([www.greaternorwichgrowth.org.uk](http://www.greaternorwichgrowth.org.uk)).

Broadland District Council can advise the steering group on whether the draft vision and objectives are in general conformity.

### 3.4 Check the draft vision and objectives with the community

Before progressing, it is essential to consult with the community and check that there is support for the draft vision and objectives for the area, as drafted by the steering group. There are many ways in which the steering group can consult with the community at this stage, including:

- Making copies available for public distribution and asking for comments
- Meeting with community groups and asking for their feedback
- Organising informal discussion groups
- Holding public meetings or drop-in events / exhibitions
- Publishing information in the local newsletter/magazine/website and providing an address to receive peoples’ feedback

Following consultation on the draft vision and objectives, any necessary amendments can be made before moving on to developing the detailed content of the Neighbourhood Plan.

As mentioned previously, it is very important for the steering group to document each community engagement exercise it undertakes so that it can begin to compile the necessary evidence for the resulting consultation statement that will need to be produced alongside the Neighbourhood Plan.

### 3.5 Draft and consult on a Scoping Report for the Sustainability Appraisal

In the UK there is a legal requirement to undertake a Sustainability Appraisal on Local Plan documents, before they become part of the adopted Development Plan for an area.

A Sustainability Appraisal looks at the possible economic, environmental and social impacts of an emerging plan and should result in a final plan which has the least negative impact possible in an area. This honours the European legal duty
to undertake a Strategic Environmental Assessment (SEA) of emerging planning policies.

The Government has indicated that policies and proposals within Neighbourhood Plans should have been checked for sustainability, and this needs to be evidenced when the Plan is eventually submitted to the District Council, within what is called the ‘Basic Conditions Statement’.

In addition, there is a legal requirement for Neighbourhood Plans to have at least undergone a screening assessment to see whether an SEA is required.

Although Sustainability Appraisals in particular are not a requirement of neighbourhood planning, Broadland District Council advocates using the process (albeit in a simplified form) to check emerging policies and alternative options, and to offer a useful form of demonstrating that sustainability has been considered.

It also covers (and goes further than) the requirement for an SEA screening (as set out above) because a Sustainability Appraisal effectively comprises a full SEA and more.

It is important that the Appraisal is started when work starts on the Plan (i.e. developing the vision and objectives), so that emerging options for policies can be assessed, in order to inform the final Plan. If the Sustainability Appraisal is done too late, it will not be able to inform the final Plan.

The first stage in the process of undertaking a Sustainability Appraisal involves producing what is known as a Scoping Report. This sets out the sustainability issues that are relevant to the community and a proposed framework for assessing emerging Neighbourhood Plan proposals against these issues.

The Scoping Report, once drafted, needs to be sent to Historic England, the Environment Agency and Natural England for their approval before the proposed framework can be used. Broadland District Council can do this on behalf of the parish/town council if necessary.

Broadland District Council has created some guidance on undertaking a Neighbourhood Plan Sustainability Appraisal as well as a template document that should assist in the process. Both of these are available on the Broadland Neighbourhood Plans blog, at: https://broadlandneighbourhoodplans.wordpress.com.
4. Developing the Plan

Once the vision and objectives have been drafted and they have been subject to consultation with the wider community, the Neighbourhood Plan steering group can start to think about the detailed content of the Neighbourhood Plan.

Content should include an introduction, the vision and objectives, and land use policies with supporting text that justifies their inclusion. The Plan should also include a policy map and some detail relating to monitoring and review of the Plan.

Again, once drafted, the steering group will need to check for general conformity with strategic policies within the adopted Development Plan (with the support of the District Council Spatial Planning team) and check that the content is supported by the local community.

4.1 Develop and assess policies

Neighbourhood Plans should set out policies relating to the development and use of land in a neighbourhood area. These must be credible, justifiable and achievable, and they must seek to plan positively for the area.

In this respect a Neighbourhood Plan is similar to a Local Plan document that is produced by Broadland District Council, but it is written for and applied at the neighbourhood level.

The different policies that are developed within a Neighbourhood Plan may take one of the following forms:

- Policies may allocate specific sites for particular types and scales of development (e.g. residential, employment etc.)
- Policies may specify particular requirements relating to each or any allocation (e.g. access, landscaping, location of green space, assessments needed etc.)
- Policies may designate sites within the neighbourhood area to be protected or enhanced as environmental assets or areas of landscape character (e.g. Local Green Space).
- Policies may be more generic and apply to any future development within the neighbourhood area (e.g. local design policies, policies relating to heritage assets, green corridors, renewable energy etc.)

The steering group should start to draw up draft policies for inclusion within the Neighbourhood Plan.

The draft policies that are included within the Neighbourhood Plan should be based on the evidence gathered during the previous stages. Policies should ultimately seek to achieve the vision and objectives that have already been developed for the area.
For each objective that has been agreed, the steering group should consider what policies could be put in place to try and achieve them.

**For example:**

- Continuing with the previous example, the objective is *‘to seek the provision of an informal, outdoor recreation space, within easy walking distance from the centre of the settlement.’*

- A policy that seeks to achieve this may be, *‘An area of approximately 0.5ha off of Church Street is allocated for recreational open space.’*

- Policies need to be achievable, and thought will need to be given to how the above example can be delivered – this should be explained in the implementation plan, but could be through the parish or town council purchasing or leasing the land from the landowner, or perhaps in conjunction with development elsewhere in the parish (via a commuted sum etc.)

The need to ensure that policies are achievable particularly applies to those that relate to the future use of particular sites within the area. The Neighbourhood Plan steering group should ensure that site-related policies have been drawn up in negotiation with the relevant landowners or site promoters. These stakeholders should also have been approached and involved in early discussions with the group as part of the information gathering stage. The steering group will also need to evidence that it has looked at other site options in selecting a preferred location.

Each policy also needs to be justified, i.e. what evidence (statistics, research and views from the community) can the steering group present to show that the policy is required in the Neighbourhood Plan?

It can sometimes be quite difficult to find the appropriate wording for a policy. Policy wording needs to hit the right balance so that it is neither too vague and ambiguous, nor too stringent on developers and therefore undeliverable. Broadland District Council can provide advice on appropriate policy wording.

It may be that some aspirations which have arisen from community engagement cannot be addressed in planning policies, but nevertheless are important ‘community projects’ that can be progressed in support of the Neighbourhood Plan. These projects can still be included in the plan, but should be in a separate section, easily distinguishable from the planning policies.
Check for general conformity with strategic policies within the Development Plan

At this stage, the steering group may find it particularly useful to get assistance from a Spatial Planning officer at the District Council, to help identify what could be achievable in terms of developing policies within the plan. This will also help to ensure that the emerging policies are in general conformity with strategic policies in the wider Broadland Development Plan.

Policy Map

The Neighbourhood Plan should include a map(s) showing the location and extent of the proposed policies.

The steering group may find it useful to produce these maps as it starts to draft the Neighbourhood Plan policies. Showing proposed locations on maps will help in any communication with the wider community and can assist in getting their views on particular locations.

Parish/town councils may already have Ordnance Survey licenses and software, and so may already be able to produce and manipulate maps of the area. However, if not, there are other options available for having access to mapping on which the District Council can advise.

Please note that when creating/reproducing maps you do need to have the appropriate licence in order to do so to ensure that you are not in breach of any copyright laws. For example, the Council cannot accept a document that contains maps taken from Google Maps, Bing or any other internet search engine unless permission has been expressly obtained. If you have any concerns over the use of mapping, then the District Council can advise on this.

Sustainability Appraisal framework

As the Neighbourhood Planning steering group starts to draw up suggestions for policies and proposals, it will need to test them and alternative options against its Sustainability Appraisal framework that should have formed a part of its Scoping Report and been subject to consultation (see 3.5).

This needs to be a written-based exercise and will help to narrow down options for policies and proposals to those that are most sustainable. It will also provide crucial evidence (once the Neighbourhood Plan is examined) that this assessment has been part of the process.

4.2 Develop an implementation plan

The steering group may also wish to draw up an implementation plan, showing what action is needed ‘on the ground’ in order to achieve the aspirations of the Neighbourhood Plan. This should not be part of the main Neighbourhood Plan
itself, but a separate document. This could continue to evolve as actions progress and new ones emerge.

Producing an implementation plan is not essential, but it is recommended that one is developed, particularly in light of any Community Infrastructure Levy payments (see below).

The implementation plan does not set out policies but contains actions that need to be undertaken and resources that need to be secured in order to deliver the policies that are in the Neighbourhood Plan.

For example:

- Our policy from the previous example is, ‘An area of approximately 0.5ha off of Church Street is allocated for recreational open space.’

- Actions within the implementation plan show how we will seek to achieve this. For example:

  ACTION: Agree terms of lease/purchase with the landowner, to secure the land for recreational use.

  ACTION: Consult the community on potential designs for the site.

  ACTION: Secure funding for undertaking groundworks on the site.

Alternatively, certain actions may not relate to an existing Neighbourhood Plan policy, but may set out further work that could be carried out in order to achieve the vision and objectives of the plan.

For example:

- An action that doesn’t relate to a policy in the plan could be, ‘Explore opportunities for the designation of a conservation area within part of the village.’

The implementation plan should contain actions that are SMART (Specific, Measurable, Achievable, Realistic, Timely).
When developing actions, the Neighbourhood Plan steering group may wish to consider the following principles:

- **Priority** - is the action a high, medium or low priority?
- **Responsibility** - which organisation is the lead for delivering the action?
- **Timescale** - by what date should the action be carried out?
- **Partners** - does the action require support from partners?
- **Resources** - is funding or any other resource required?

Certain actions may require input and assistance from a variety of stakeholders (e.g. the District Council, the County Council, landowners, other service providers), as well as groups from within the community.

### Community Infrastructure Levy

Communities that produce a Neighbourhood Plan and get it adopted in a local referendum will receive 25% of the revenues from the Community Infrastructure Levy arising from future development in their area.

This cash boost will be paid directly to parish and town councils and can be used to back the community’s priorities (as set out in the ‘implementation’ section of their Neighbourhood Plan, for example). These could include, for example, re-roofing a village hall, refurbishing a municipal pool or taking over a community pub. Neighbourhoods without a Neighbourhood Plan but where the levy is still charged will receive a 15% share of the levy revenue (capped at £100 per existing dwelling) arising from development in their area.

The Community Infrastructure Levy amount passed to neighbourhoods reflects the rates that Broadland District Council set for the levy. These rates are in pounds per square metre and the neighbourhood funding element will be calculated based on the levy receipts from the relevant development.

The levy’s charges will become due from the date that a chargeable development is commenced. The neighbourhood funding element will be passed to parish councils in accordance with a timetable agreed between Broadland District Council and the local council. When the money is transferred to a parish/town council they will decide how the money will be spent - although they will be expected to work with the local planning authority.

### 4.3 Finalise the draft of the Neighbourhood Plan

Once the policies and an implementation plan have been developed, then the Neighbourhood Plan steering group can start to draft the Neighbourhood Plan.

There is no rule on what a Neighbourhood Plan should look like, as long as it contains clear policy statements with accompanying maps, where needed.
However, each policy should be accompanied by concise, supporting text which sets out the context and justification for that policy (drawing from the group’s earlier evidence gathering and research).

Most Neighbourhood Plans follow a format similar to that set out below:

- Introduction
- Spatial portrait of the area
- Vision and objectives
- Policies (along with context and justification)
- Policy map
- Monitoring and review

More and more Neighbourhood Plans are being developed and adopted across the country and a quick search on the internet yields many different examples of adopted Neighbourhood Plan documents. It is advised that groups involved in the process spend some time looking at different examples of Neighbourhood Plans in order to get a feel for how their own document could be laid out.

Any associated implementation plan will usually be a separate but related document (as this will, no doubt, evolve on a regular basis).

4.4 Produce the Sustainability Appraisal report

At this stage, the Neighbourhood Plan steering group will also need to produce a simple report on the Sustainability Appraisal process that it has gone through, explaining why the policies it has included in the Plan are the most appropriate of those considered. The report should include a copy of the assessment that was undertaken (see 4.1).

For further advice on producing the Sustainability Appraisal report, see the Sustainability Appraisal guidance documents produced by Broadland District Council, available on the Neighbourhood Planning blog at: https://broadlandneighbourhoodplans.wordpress.com

4.5 Check for general conformity with strategic policies in the Development Plan

Similar to point 3.3, it is advisable at this stage for the Neighbourhood Plan steering group to check their policies to ensure they are in general conformity with strategic policies within the adopted Broadland Development Plan.

Again, it is advisable to seek guidance from a Spatial Planning officer from the District Council on this issue.

4.6 Consult stakeholders and the community on draft Neighbourhood Plan

At this stage, before submitting the Plan to Broadland District Council, the Neighbourhood Plan steering group will need to consult with the community and
with appropriate stakeholder organisations to check that they are satisfied with the content of the Plan. Not only this, but the Sustainability Appraisal report should also be made available for comment.

This consultation (sometimes known as the pre-submission consultation) is a statutory duty, required by the Neighbourhood Planning (General) Regulations 2012. The specific requirements of this stage are summarised as follows.

### Pre-submission consultation and publicity (as required by Regulation 14 of the Neighbourhood Planning [General] Regulations 2012)

Before the Neighbourhood Plan steering group (parish/town council) submits its plan to Broadland District Council it must:

a) Publicise details regarding the Neighbourhood Plan

b) Publicise details of where and when the Neighbourhood Plan can be viewed

c) Publicise details of how people can submit comments relating to the Neighbourhood Plan

d) Publicise the deadline date for receipt of comments regarding the plan. This must be no less than 6 weeks from when the plan details were first publicised

e) Consult with appropriate stakeholder organisations. The Spatial Planning team at Broadland District Council can help Neighbourhood Planning steering groups to identify stakeholder organisations that should be consulted on the draft Plan.

### 4.7 Amend Neighbourhood Plan, if necessary

Once consultation has been carried out with residents and stakeholder organisations, an analysis of comments should be made and the Neighbourhood Plan steering group should consider whether any amendments need to be made to the draft Neighbourhood Plan and the Sustainability Appraisal report before submitting it, alongside supporting documents, to Broadland District Council, ready for the independent examination.

### 4.8 Develop the Basic Conditions Statement and Consultation Statement

The Neighbourhood Planning (General) Regulations 2012 require the parish/town council to prepare additional ‘supporting’ documents to submit to the local planning authority alongside its Neighbourhood Plan.

These supporting documents are summarised overleaf.
Supporting documents to be submitted

The supporting documents that should be submitted to Broadland District Council alongside the Neighbourhood Plan include:

- A map or statement identifying the area that the Neighbourhood Plan covers
- A Consultation Statement setting out:
  - details of people and organisations that have been consulted at the different stages in the production of the plan (including the statutory pre-submission consultation discussed in 4.6)
  - methods that were used to consult these people and organisations
  - a summary of the main issues raised and how these have been considered and, where relevant, addressed in the submitted Neighbourhood Plan.
- A statement setting out how the proposed Neighbourhood Plan meets the ‘basic conditions’. The basic conditions are that the Neighbourhood Plan should:
  - Have appropriate regard to National Policy.
  - Contribute to the achievement of sustainable development.
  - Be in general conformity with strategic local policy
  - Be compatible with EU obligations.

The EU obligations include something known as the Habitat Regulations Assessment (HRA) which specifically considers the wider impacts of particular emerging policies and plans on European sites of ecological importance (Natura 2000 sites) within the area.

All Neighbourhood Plans will need to have been ‘screened’ to see whether they need a HRA before they are submitted to the District Council.

The screening opinion will also need to be verified with Natural England. This can be done by the District Council, on behalf of the Parish/Town council. The HRA screening document and the response from Natural England should form part of the Basic Conditions Statement.

Broadland District Council can advise and provide guidance on setting out the Basic Conditions Statement. This should also include the Sustainability Appraisal as an appendix to the document.
5. Submission of Plan to Broadland District Council

5.1 Submit the Neighbourhood Plan to Broadland District Council

Once the Neighbourhood Plan steering group has finalised the Neighbourhood Plan and produced the supporting documents discussed above, it should submit the plan and supporting documents to Broadland District Council (and The Broads Authority, if the Neighbourhood Area includes any of that authority’s boundary).

It is worth noting that from the point of submitting the plan, it can take four to five months for the local planning authority to take it through to adoption.

5.2 District Council assesses the documents

When the District Council receives the Neighbourhood Plan and the other documents, it will need to consider whether the plan is legally compliant and whether the necessary procedural steps have been followed within the Neighbourhood Planning Regulations.

In particular, the regulations require the local planning authority to consider:

(i) Whether the parish/town council is authorised to act (i.e. whether it is the appropriate body to produce a Neighbourhood Plan for the area suggested).

(ii) Whether the proposal and accompanying documents:

(a) Comply with the rules for submission to the Council
(b) Meet the definition of a Neighbourhood Plan.
(c) Meet the scope of Neighbourhood Plan provisions.

(iii) Whether the parish/town council has undertaken the correct procedures in relation to consultation and publicity regarding the Neighbourhood Plan.

5.3 District Council invites representations on the Neighbourhood Plan

Assuming it considers that the relevant criteria have been met, the District Council is then required to publish and invite formal representations on the Neighbourhood Plan, over a period of at least six weeks.

Once the representation period has elapsed, the District Council will collate all of the submitted representations and arrange for the independent examination of the document.
5.4 Appointment of the examiner

Broadland District Council will decide, in collaboration with the parish/town council, on whom to appoint to undertake an independent examination of the Neighbourhood Plan. The examination will be paid for by the District Council.

Broadland District Council currently uses a referral scheme operated by RICS, known as the Neighbourhood Plan Independent Examiner Referral Scheme (NPIERS). When an examiner is required, Broadland District Council submits a request to NPIERS, following which the CV’s of three available candidates who could potentially undertake the examination are sent to the District Council. The latter, in agreement with the parish/town council, then appoint the preferred candidate to conduct the examination.

The examiner must be independent of the parish/town council, have no interest in any land that may be affected by the draft plan and have appropriate qualifications and experience.

The examiner must only consider:

- Whether the draft Neighbourhood Plan meets the basic conditions (see 4.8).
- Whether the draft Plan complies with the definition of a Neighbourhood Plan and the provisions that can be made by one.
- Whether the area for a referendum should extend beyond the neighbourhood area.
- Whether the draft plan is compatible with the Convention rights.

In general, the examiner will consider written representations during the examination period. However he/she may decide that a public hearing is preferable in certain situations.

5.5 Examiner’s report published

The result of the examination will be a report, issued by the independent examiner, which will have one of the following recommendations:

- That the draft Neighbourhood Plan should proceed to a referendum
- That it should proceed to a referendum, subject to certain amendments
- That the proposed Neighbourhood Plan should be refused

If the examiner recommends that the draft plan should proceed to a referendum, he/she may also recommend that the area to be subject to a referendum is extended beyond that of the parish in question.

The report will be issued to both the parish/town council in question and Broadland District Council. The latter will arrange for the publication of the report.
Broadland District Council will then consider the examiner’s report to decide whether or not the recommendations should be followed. The Council will publish its decision on this matter and will notify the parish/town council in question.
6. Referendum

Assuming Broadland District Council decides that the draft Neighbourhood Plan should proceed to a local referendum, then the local authority will need to co-ordinate and pay for such an exercise.

Details of the referendum will be published and a statutory notice period of 28 working days will be given. The referendum will normally be open to any individual registered to vote in the parish, but the independent examiner (or Broadland District Council) may take the decision that the referendum should be extended, if certain policies within the Plan have particular implications for surrounding communities, for example.

A referendum is required to gauge community support for the Neighbourhood Plan. The electorate is asked to vote on a single question; essentially whether or not they would like to see the Neighbourhood Plan used to determine planning applications in the neighbourhood area. If the majority of those who vote on the adoption of the Neighbourhood Plan vote favourably, then the Plan will be adopted by Broadland District Council (and the Broads Authority, if necessary).

Broadland District Council will publish a ‘decision statement’ and details of where and when the Neighbourhood Plan can be inspected.

Although the parish/town council or steering group can publicise the fact that a referendum will be taking place, from the date at which Broadland District Council formally announces the referendum, the parish/town council or steering group is not able to campaign in support of the Neighbourhood Plan.
7. Adoption

Adopted Neighbourhood Plans will become legal planning documents and will therefore form part of the Development Plan for the district. This means that they will carry significant weight in the determination of applications for planning permission within the neighbourhood area.

If the neighbourhood area of a Neighbourhood Plan encompasses any part of the Broads Authority boundary, then the Neighbourhood Plan will become part of the Broads Local Plan, too.

A parish/town council that has already had its Neighbourhood Plan adopted can make a proposal for the existing plan to be replaced, but this will need to follow the same process as the making of the original.

The local planning authority can modify an existing Neighbourhood Plan, to correct errors, by replacing it with a new one that contains the modification, but only with the permission of the appropriate parish/town council.
8. Implementing & Monitoring the Plan

Once the Neighbourhood Plan has been adopted then it becomes a part of the statutory Development Plan for Broadland, against which relevant planning applications will be determined.

Applications can occur at any time, but the Neighbourhood Plan steering group (which may have now dissolved following production of the plan or morphed into a standing committee of the parish/town council) will likely wish to ensure that activity within the community is progressed, in order to carry out the actions within the Implementation Plan.

The parish/town council (or standing committee thereof) may find it valuable to monitor the Neighbourhood Plan and associated Implementation Plan, to check progress in terms of meeting the community’s objectives. If certain actions require the input of external partners (e.g. landowners, developers, Broadland District Council, Norfolk County Council) then the parish/town council will want to ensure that named contacts in these organisations are able to help progress the work that is outlined, in the time required.
9. Support Available

As highlighted throughout this Guidance, Broadland District Council is able to offer continuing support to communities developing Neighbourhood Plans.

The range of support available from the District Council is set out below:

- Day-to-day advice and guidance (e.g. on the process, community engagement methods, evidence gathering, policy development etc.); This could be via telephone/email or by a Council officer coming to speak at a specific meeting in the community, if required.

- Reviewing and commenting on draft documents that are produced by the Neighbourhood Plan steering group (e.g. budget and or timetable, consultation material, vision and objectives, policies etc.).

- Funding advice and potential financial support for developing the Neighbourhood Plan through the Council’s Neighbourhood Planning Grant Scheme.

- In kind support through the provision of various materials (e.g. hard copies and/or digitalised versions of maps, display boards for exhibitions and events etc.).

- Networking opportunities between Neighbourhood Plan steering groups in Broadland, at quarterly Neighbourhood Plan Network meetings, held at the Council offices.

- Running a Broadland Neighbourhood Planning blog (http://broadlandneighbourhoodplans.wordpress.com) which provides local and national news updates, details of Neighbourhood Plan Network meetings, and a resource base featuring a wide range of guidance and toolkits that can be found on the web.

The key contacts at Broadland District Council for neighbourhood planning support are:

Richard Squires  Vicky Frost  
Community Development Neighbourhood Plans Officer  
& Liaison Officer  (01603) 430112  victoria.frost@broadland.gov.uk  
(01603) 430637  richard.squires@broadland.gov.uk

You can also find out more information regarding Broadland District Council and Neighbourhood Planning on the Council’s website (http://www.broadland.gov.uk/neighbourhoodplans).
In addition, there are organisations operating nationally that support neighbourhood planning. These include:

- Locality - mycommunity.org.uk/programme/neighbourhood-planning
- RTPI Planning Aid - www.ourneighbourhoodplanning.org.uk
- The Prince's Foundation - www.princes-foundation.org

In addition, it is likely that a great deal of benefit can come to Neighbourhood Plan steering groups by networking with similar groups elsewhere in the district, and further afield, that are developing Neighbourhood Plans. Broadland District Council can assist in terms of enabling these networking opportunities to occur.
<table>
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<tr>
<th>STAGE</th>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
<th>RESOURCES</th>
<th>EST. COST (£)</th>
<th>COMPLETION DATE</th>
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<tbody>
<tr>
<td><strong>Getting Started</strong></td>
<td>• Get the community on board</td>
<td>E.g. Write to local groups to ask for representation on working group</td>
<td>E.g. Letters and postage</td>
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<td></td>
<td>• Establish a steering group</td>
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<td>• Produce a programme for developing the Plan</td>
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<td>• Develop a communication strategy</td>
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<td></td>
<td>• Seek funding to develop the Plan</td>
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<td></td>
<td>• Designate the Neighbourhood Area</td>
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<tr>
<td><strong>Developing a Vision &amp; Objectives</strong></td>
<td>• Gathering evidence</td>
<td>E.g. Hold public event to explore issues</td>
<td>E.g. Posters &amp; flyers</td>
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<td></td>
<td>• Draft the vision and objectives</td>
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<td>• Check for general conformity with strategic policies in the Development Plan</td>
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<td>• Check draft vision and objectives with community</td>
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<td>• Draft and consult on Scoping Report for Sustainability Appraisal</td>
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<td><strong>Developing the Plan</strong></td>
<td>• Develop and assess policies</td>
<td>E.g. Illustrate suggested policies on maps of parish/settlement</td>
<td>E.g. ‘Parish Online’ mapping software</td>
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<td></td>
<td>• Develop an implementation plan</td>
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<td>• Finalise the draft of the Neighbourhood Plan</td>
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<td>• Produce Sustainability Appraisal report</td>
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<td>• Consult stakeholders and community on draft Neighbourhood Plan</td>
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<td>• Amend Neighbourhood Plan, if necessary</td>
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<td>• Develop Basic Conditions Statement and Consultation Statement</td>
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### Submission of Plan to Broadland District Council*

- Submit Neighbourhood Plan to Broadland District Council
- District Council assesses documents
- District Council invites representations on Neighbourhood Plan
- Appointment of examiner
- Examiner’s report published

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
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<tbody>
<tr>
<td>E.g. Send copy of Plan and supporting info. to BDC</td>
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<tr>
<td>E.g. Printing of material</td>
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### Referendum*

- Broadland District Council co-ordinates local referendum

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<th>Activity</th>
<th>Cost</th>
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<tr>
<td>E.g. Generate publicity around draft Neighbourhood Plan</td>
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<tr>
<td>Posters &amp; flyers</td>
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### Adoption*

- If referendum indicates community support, the Neighbourhood Plan is adopted by the local planning authority

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<thead>
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<th>Activity</th>
<th>Cost</th>
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<tr>
<td>E.g. Let residents know of plan’s adoption</td>
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<tr>
<td>Summary leaflet – print and distribution</td>
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**TOTAL**  
£
Specimen Terms of Reference for Neighbourhood Plan Steering Groups

Having a written constitution or terms of reference in place can help working groups by giving direction and a focus to the process. This is an example of what your group’s terms of reference could look like.

{Name of steering group}
Terms of Reference

Purpose

The main purpose of the Steering Group is to prepare a Neighbourhood Plan for the parish, on behalf of the Parish/Town Council, in line with the requirements of the Neighbourhood Planning (General) Regulations 2012, which sets out policies and proposals that seek to address the community’s aspirations for the area.

In undertaking this role, the Steering Group will:

1. Ensure that Neighbourhood Planning legislation, as set out in the Neighbourhood Planning (England) Regulations 2012, are followed in the preparation and submission of the Neighbourhood Plan.
2. Set out a project timetable, featuring key milestones, and a budget for preparing the Neighbourhood Plan.
3. Seek appropriate funding to meet the costs of developing the plan.
4. Plan, manage and monitor expenditure incurred in the preparation of the plan and report back to the Parish/Town Council on these matters.
5. Report regularly to the Parish/Town Council on progress with the preparation of the Neighbourhood Plan and make recommendations on any proposed content of the Plan.
6. Seek to gather the views of the whole community, including residents, groups, businesses, landowners etc., in order to inform the development of the Neighbourhood Plan.
7. Liaise with Broadland District Council and other relevant authorities and organisations in order to make the plan as effective as possible and to ensure that it remains in conformity with local, national and European planning legislation.
8. Be responsible for the analysis of evidence gathered from the community and elsewhere, development of local policies, and the production of the Neighbourhood Plan.

Membership

The Steering Group will include up to 12 members, including representatives of the Parish/Town Council and any interested members of the community, as approved by the Parish/Town Council.

At the first meeting the committee will elect: a chairperson, a vice-chair, a secretary, and a treasurer.
All members of the Steering Group must declare any personal interest that may be perceived as being relevant to any decisions or recommendations made by the group. This may include membership of an organisation, ownership or interest in land or a business or indeed any other matter likely to be relevant to the work undertaken by the Steering Group.

Meetings

The Steering Group shall meet every month, or as may be required. Notice of Steering Group meetings shall be given to its members, by email or post, at least five working days in advance of the meeting date. Notices must include details of the matters to be discussed.

Decisions on operational matters (relating to the process of preparing the Plan) shall be determined by a majority of votes of the Steering Group members present and voting. In the case of an equal number of votes, the chairperson shall have a casting vote.

Decisions on matters relating to proposed content of the Plan shall be made by the full Parish/Town Council, following consideration of recommendations made by the Steering Group.

The Steering Group may decide the quorum necessary to conduct business – with a minimum of five members.

The secretary shall circulate minutes to members of the Steering Group not more than 14 days after each meeting.

Working Groups

The Steering Group may appoint such working groups as it considers necessary, to carry out functions specified by the Steering Group. Each working group should have a nominated chair but this person does not have to be a member of the Steering Group.

Working groups do not have the power to authorise expenditure on behalf of the Steering Group.

Finance

The treasurer shall keep a clear record of expenditure, where necessary, supported by receipted invoices. Members of the Steering Group, or a working group, may claim back an expenditure that was necessarily incurred during the process of producing the Neighbourhood Plan. This could include postage, stationery, telephone calls, travel costs, childcare costs etc. The procedure for claiming and rates for these expenses shall be drawn up by the treasurer and agreed by the Steering Group.

The treasurer will report back to the Steering Group on planned and actual expenditure for the project and liaise with the Parish / Town Clerk to set up a petty cash system and enable cash withdrawals and payment of invoices to be made, as required.

Changes to the Terms of Reference

These Terms of Reference may be altered and additional clauses added by agreement, shown by majority votes, of the Steering Group.