



Analysis, recommendations and legislative proposals for a Building Act reform in the area of spatial planning

Final report
deliverable 2.4

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Ministry of Regional Development
of the Czech Republic



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Final report

Management summary

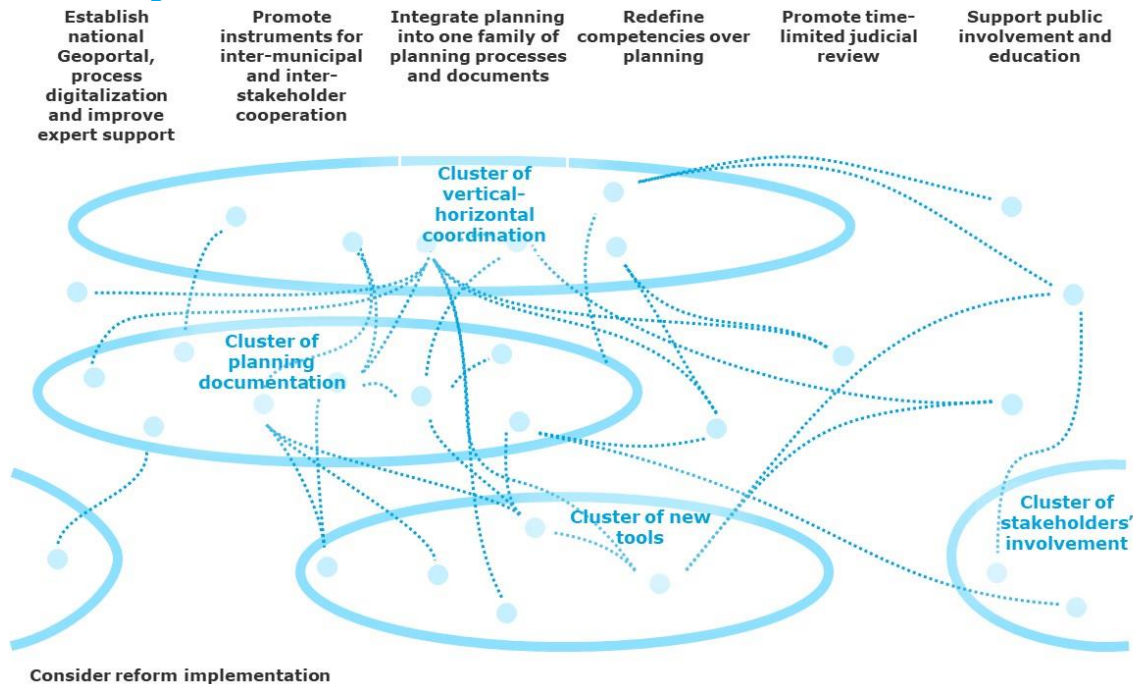
The objective of the project was to analyse current state of the spatial planning system in the Czech Republic, propose objectives of the spatial planning system reform, provide legislative proposal that addresses agreed most pressing problems in the spatial planning system and prepare communication principles that identify key stakeholders in the spatial development and planning and propose means and methods of their involvement in the future spatial planning reform. The above mentioned objectives are split into four separate reports that accompany this overall brief introduction to the project.

As agreed in the beginning, particular attention was paid to the topics of economics of the spatial development and economic tools in spatial planning, innovative tools in spatial planning, coordination of the spatial planning, detailed planning on the municipal level and spatial planning standardization. All these topics were analysed and some others unanticipated in advance were added.

The project was initiated in January 2020 and completed in March 2021. The elaboration of the project was highly participative and inclusive. Over the course of the elaboration of the project our team interviewed in the beginning 40 distinct stakeholders representing defined stakeholder groups, many of them represented by multiple individuals with experience in the field of spatial planning. These interviews provided us with valuable insight how these stakeholders perceive current state of spatial planning, where they see potential for improvement and what they consider as a problem or potential threat. The initial interviews were followed by three stakeholders' meetings, first focusing on the analytical outputs of the project, second on the reform proposal itself and third on the reform proposal and reform friction areas. Each stakeholder meeting provided opportunity for participants to vote about defined problems, proposed solutions or attitudes towards the spatial planning system in general. Results of these surveys were analysed in the subsequent phases of the project.

Six distinct areas of the spatial planning system were identified to be the focal points of the reform. These six are accompanied by principles of the reform management, preparation and adoption. As it could be seen on the diagram below the reform has 4 specific clusters of objectives that span across defined reform areas.

Reform diagram



Planning integration into one family of planning processes and documents should integrate currently two separate branches of strategic and spatial planning into coordinated system that should be more efficient in addressing problems of spatial development.

To improve spatial planning division of competencies should be redefined to provide more decision making powers on appropriate levels of governance. While more powers should be devolved to municipalities in areas of local development and construction regulation, national administration should gain stronger position in planning and managing projects of national and international importance, especially projects of transport and technical infrastructure.

Current problem of severe municipal fragmentation should be overcome by support of inter-municipal planning. Cooperation of small municipalities should help them to accommodate new competencies and responsibilities and cooperation in agglomeration areas should help address urban sprawl and related inefficiencies of public services provision.

Current difficulties of judicial review arise especially from the incidental review when adopted spatial planning documentation could be under specific conditions invalidated by the court anytime after the documentation adoption. The period for the review of the planning documentation should be explicitly limited in the law. Also the review should be more directly linked to the optimal compensations that should be done if court finds planning documentation unlawful.

To ease and fasten processes in spatial planning national Geoportal should be established. This digital environment should gather and link together underlying data used for the purposes of spatial planning, should provide interface to comment spatial planning documentation under preparation and display adopted planning documentation across the country.

The processes of public participation should be adjusted in a way to provide citizens more options to get involved sooner in the early stages of plans' preparation. As various plans differ by scale from national to municipal or local and at the same time municipalities differ significantly more emphasis should be put on optimal methods of public participation. Also public awareness of spatial planning as one key right and responsibility of self-governing units should be supported.



The identified extent of spatial planning system reform seems to require strong project management as many stakeholders both in the public administration and generally in the area of spatial planning and spatial development will be involved. The next steps of the reform preparation should involve these stakeholders to secure their support for the reform. One of identified key issues is predictability of the planning system. For that reason detailed implementing regulation and guidelines for all levels of governments and involved stakeholders should be prepared already before approval of the reform by the legislative body.

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Disclaimer

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1. Analytical report summary

1.1. Spatial development

Czech development is mostly concentrated in large cities and their agglomeration hinterlands. Two-thirds of Czech sales and resales of housing units in new apartment developments are done in 4 cities (Prague, Brno, Olomouc, Pilsen). Almost in all Czech agglomerations population grows faster in suburban areas beyond the administrative boundaries of the core agglomeration municipality. This causes pressures on transport infrastructure due to regular commuting and on amenities provision in suburbias. In total, larger agglomerations grow faster on average as it is likely to reflect agglomeration economies benefits. Although property prices appreciated significantly between 2014 and 2018, among more attractive agglomeration roughly between 40% and 50%, there is no clear observable pattern, but based on the data it could be concluded there is more of a response to market signals for the segment of individual detached housing. In other words more construction of individual houses was likely seen in areas where individual houses appreciated more. These findings suggest the excessive demand not satisfied in agglomeration core cities is likely to spill-over into suburbias and for that reason overall housing prices appreciation does not show significant deviations from the average.

The building permitting processes, including zoning procedures and following on spatial planning processes, seem to be long in the Czech Republic. Obtaining all permits for a residential apartment project in Prague takes approximately 5 years on average. The detailed analysis of residential projects across the republic has shown some insights. First of all, there are findings suggesting residential property prices are on average higher in places with a longer permitting process. Additionally analysis has revealed building permits are issued on average faster in smaller municipalities which might be one of the reasons why developing there is more attractive. Regarding land use in the projects' proximity it takes on average longer when there is a higher share of urban green areas. It suggests there might be more opposition towards such projects that makes their approval longer. It is also likely that building permits take a shorter amount of time when officers at the building permitting authority have higher education and when a higher share of municipalities within the administrative area of building permitting authority have spatial plans. More detailed analysis of spatial permits for residential projects in Prague has shown projects located closer to central areas with more jobs opportunities obtain their spatial permit on average later than projects in more peripheral locations. On the other hand spatial permit seems to be shorter if the building is located in an already denser site in terms of gross floor area.

1.2. Spatial planning

The spatial planning has no general binding regulation at the level European Union when this competence has been left to the Member States. The spatial planning is regulated by Act No. 183/2006 Coll., on Spatial Planning and Building Code (the Building Act), as amended in the Czech Republic, together with around 50 other Acts containing affected public interest to be taken into account based on opinions of concerned authorities within spatial planning process as well as following procedures.

The spatial planning is generally accepted as various actors in the process of spatial planning got used to it since the reform in 2006 and many amendments of the Act since then. Nevertheless the system suffers from several major problems that have in common their interdisciplinary character that is so hard to tackle in the functionally organized public administration.

The stated ultimate goal of sustainable development is very hard to achieve as its idea is to balance existing private and public interests to come to the optimal solution for the area. Instead of being focused on developing existing and future values the system authorizes plenty of state authorities to protect listed features of interest. The system is in nature binary, some feature is either protected or not. This system of protection mostly fails in complex high-density urban



settlements where various interests collides and often result to keep *status quo* as no reasonable project could possibly meet all the given requirements. Overall the system does not include compensating mechanisms, with exceptions of remedy for expropriation and under some conditions when land-use is changed to undevelopable, both between public and private sector and within public sector itself to mitigate costs imposed by otherwise beneficial projects on some stakeholders who end up with net loss. This seems to be a severe limit to create overall values and as a result many investments might be moved to less complex locations that are worse from the sustainability perspective, but easier to permit.

The lack of coordination is also apparent in the planning documentation. Unlike in other countries spatial and strategic planning create two parallel systems and are rarely coordinated with other policies with spatial impact, such as transport policies. Moreover planning often deals only with investment activities but lacks long-term perspectives about projects' feasibility. This is partly due to the low fiscal autonomy of self-governing units dependent on national financial transfers and system of investment subsidies where long-term sustainability might not play as important of a role. This all combined seems to disincentivise long-term holistic planning because self-governing municipalities cannot affect what size of future state transfers will be or what subsidy programs will be opened to fit in. The inability to combine predominantly restrictive spatial planning policies with more flexible market-oriented tools such as local-specific subsidies and differentiated taxation ends with inability to manage development. The management of development is underperforming not only between private and public sector, but also on the public side in transition from project planning to project realisation where much could be improved.

There is insufficient coordination between levels of plans. Although three levels of national, regional and municipal plans are defined the practical distinction of competencies on planning levels with respect to the principle of subsidiarity is vague and some planning goals from above-level documentation are hard to enforce in lower level documentation. Stark example is the inability to coordinate development on the agglomeration level that should be dealt on the first supra-municipal level, therefore on the regional level. But this seems to be out of reach of current tools given to regional development principles. On the other hand there are evident issues when state powers unnecessarily intervenes in municipal self-governing rights to plan its development such as in requiring detailed methods of spatial planning and regulating some very local aspects such as noise limits, requirements on local transport infrastructure and local historic heritage and environment protection. The problems of coordination also partly arise from extremely fragmented municipal subdivision that is rather extreme in international comparison. This fragmentation does not allow vast number of municipalities to plan their development efficiently and provide basic public services unless they would jointly cooperate.

Spatial planning has become significantly more formal as much more emphasis is put on plans' justification because it is expected that plans will be reviewed by the court. It does not seem the judicial review would have significant effect on protecting violated individual rights, but the whole system has become much more volatile and prone to be misused to follow individual intentions. As a result much more work on spatial planning documentation is paid to redundant justification that in principle does not positively affect the intended spatial development. That does not mean the principle of judicial review is wrong. Unfortunately it seems the present judicial review is mostly formal without taking into consideration both the purpose of planning documents and results of judicial reviews.

1.3. Key recommendations for spatial planning proposal

Integrate spatial planning with spatial dimension

Spatial planning should be more tightly connected to other areas of sectoral planning typically considered to be within strategic planning. These areas are for instance mobility planning (being broader than transport infrastructure planning in current spatial planning), housing policy and public amenities provision. These plans should be linked to medium and long-term financial plans



as well as to the large public investment projects. Land management tools within spatial planning framework should be considered.

Legislation revision

Many issues that appear in spatial development and spatial planning are not rooted in the Building Act or its subordinated decrees, but also in many related regulations belonging under competencies of other ministries. Governmental cross-sectoral board should assess this wide set of regulation and propose a reform that would follow the goal of simplified process together with more sustainable development.

Clarify planning competencies of national, regional and local governments

Clearer distinction in competencies and role of three levels of government are essential. The distinction of powers should follow principle of subsidiarity so public policies are efficiently elaborated on an appropriate level of government. Planning documents on all levels must be equipped with appropriate regulatory, incentive-based and other economic tools to enforce their planning goals on lower levels of self-government. Introduction of the regional level new planning tool of agglomeration plans should be considered.

Consider relation between self-governing and state powers

Transfer of more competencies in spatial planning including its last step of spatial permit to local governments should be considered in case two stage permitting process remains. If one stage permitting process is in place, the process might be within state powers while self-governing powers would have full discretion to set rules for development in the planning documents. Within the competencies they are given in the spatial planning they should have a decisive power in spatial planning processes to assess optimal form of sustainable development. As a part of broader competencies self-governing units should receive a higher level of fiscal autonomy.

Promote inter-municipal cooperation

To devolve larger share of autonomies on municipal governments their cooperation is essential. Majority of Czech municipalities are too small to efficiently administer their agenda and run holistic planning. Therefore municipal consortia lead by municipal elected representatives should be supported with more autonomies to secure planning and public services provision.

Extend set of planning tools especially with economic instruments

Spatial planning documentation (and spatial plan in particular) should become a complex of documents that are mutually interconnected. These should be coordinated by strategic plan that clarifies understanding of sustainable development in given place and therefore becomes a baseline for designing detailed policies. Following documents should define conditions for functional use, land-use intensity, local fees and property taxes and mobility policy.

Redefine role of spatial plan, more detailed plans and zoning permit

Spatial plan should be rather spatial interpretation of local strategy. It should define buildable area, stabilised areas and development and redevelopment areas. In development and redevelopment areas spatial permit would be supplemented by more detailed planning documentation. In all other locations a zoning permit issued according to local context would allow construction.

Enhancing the judicial review

When reviewing spatial planning documentation, courts should sufficiently protect the rights of individuals and recover their gross violations within the spatial planning processes. On the other hand, courts should follow the restraint principle and annul the spatial planning documentation only



in cases of obvious and substantial infringement of the rules considering the consequences of the annulment of a documentation of such importance. Furthermore, there should be limited time only when the spatial plan can be reviewed even in case of so-called incidental reviews.

Include compensation mechanism

Current spatial planning system does not support negotiation as a tool of finding optimal solution because there is nothing to trade. Compensating mechanisms would allow for the compensation of actors who are negatively affected to obtain their consent.

Create national Geoportal with standardised information

To help all levels of governments and agencies analyse spatial development and spatial planning proposals universal access to spatial data is essential. All spatial planning documentation should be accessible via the national Geoportal that would on the top of that link spatial planning data with RUIAN and cadastre data and join spatial administrative areas with CSU (Czech Statistical Office) data. To do so, standardization of spatial planning data is necessary, but regulatives themselves might be still left largely non-standardised.

Improve communication and education

Public authorities should be supported to disseminate information about spatial development and planning and be open to public discussions generally in less formal way than current Building Act assumes. Public participation should be always designed to be appropriate level of detail of given problem and stage of elaboration of planning document. Education on all levels need to receive attention to promote holistic understanding of spatial development within sustainable development framework.



2. Spatial planning reform summary

The aim of the proposed spatial planning system reform is to adjust the system of spatial planning in order to better meet the spatial planning objectives. Planning tools allowing individualization should address properly problems self-governing bodies are facing and promote sustainable development responding to local values and potential. While in many aspects proposed reform devolves competencies over planning to municipal level, it also emphasize new tools to manage efficient spatial development in whole supra-municipal agglomeration regions and concentrates planning competencies over systems of regional and national importance to respective governmental levels.

The planning framework should integrate currently separated strategic and spatial planning. The strategic plan should become a coordinating document which sets development goals, details local principles of sustainable development, and defines which next sectoral public policies and plans should be adopted to reach given target.

New set of tools that would help desirable spatial development outcomes are economic instruments that would incentivise development in desirable areas, such as brownfields, over development on agricultural land and natural areas. The spatial planning documents should be given more flexibility to set their level of detail and regulatory instruments according to the local needs. The upper level of municipal spatial planning documents should be much less detailed and specific areas requiring more detailed planning documentation should be planned individually with local development plans.

The planning should follow subsidiarity principle so it should be done on the lowest, but appropriate, level of government. Therefore, issues regarding the local development including local spatial planning should be within the competencies of municipalities. In some cases, the spatial development planning has to be coordinated from higher governmental level as individual decision-making on municipal level would not take into account spill-over effects to other municipalities or would not consider interests of larger region. The example of former is the need for agglomeration coordination and the example of later is planning of projects of national importance on the national level. Devolution of planning competencies to the appropriate governmental level should be accompanied by larger fiscal autonomy that will motivate for more interest in local economic development, investment planning, and efficient resource allocation.

Given existing municipal fragmentation, there is a need to provide institutional framework for inter-municipal cooperation. Municipalities too small to efficiently exert planning should be motivated to jointly procure strategic and spatial planning documentation and to share their institutional capacity. Inter-municipal cooperation is also essential for agglomeration planning that should be governed by agglomeration board consisting of municipal elected representatives. Agglomeration plans should be largely incentive-based to motivate individual municipalities to comply with agglomeration development plan. In case of strategic projects of regional or national importance, joint involvement of multiple governmental levels in projects should help to secure interests and expectations different levels of government have regarding such projects.

To ease preparation, coordination, dissemination, and assessment of spatial planning documentation, the underlying data used for documents drafting and documents itself should be accessible via national geoportal. The data covered by the geoportal should be wide ranging from data provided by national agencies, through data collected on regional and municipal level to publicly open geocyclopedia. The geoportal should also integrate projects' approval processes. As a result, the geoportal should be the environment that would allow to monitor information about area, existing planning documentation and regulation, current planning processes and plans being drafted, prepared projects and their status regarding permitting process.

The reform should also consider opportunities to review planning documents to secure no one's rights will be violated. Also, the review process should take into account wider implications of planning



documentation especially towards value of real estate property and potential compensations. For that reason, during the review process possible compensations should be considered and the plan's annulment should be perceived only as an ultimate solution. The option to review a plan should be also possible only in a given time period after the formal plan's approval and with no further review option after the end of such period (including the so-called incidental review).

The planning process should be highly inclusive and participative and participation processes should be less formalized to match with existing circumstances under which planning documentation is being prepared. Participative processes should primarily focus on appropriate stakeholders' groups given the character of plan and governmental level on which plan is being prepared. Participation should also take place earlier in the process of planning and when suitable focus separately on problem definition, analysis, draft proposal and final proposal. To increase awareness of strategic and spatial planning as a discipline of public policy-making, emphasis should be put on general public education, planning presentation and inclusion of planning in the general education.



3. Legislative proposal summary

The Documents and workshops showed that selected problems of the current spatial planning system require a deeper reform that goes beyond the scope of this Project, and we anticipate its gradual long-term implementation. The whole reform proposal is contained in „Spatial planning reform proposal“. Finally, this document introduces the possible implementation of these aspects into the legal context in the Czech Republic.

There were two options considered for the implementation of the draft reforms, namely a draft amendment to the existing Act No. 183/2006 Coll., On Spatial Planning and Building Regulations (Building Act) and a draft amendment to the draft of the new Building Act. With regard to the initiated legislative process, the proposed reform was incorporated in the wording of the new Building Act in the version of Parliamentary Press No. 1008 (“**Proposal**”), which was approved in the first reading in the Chamber of Deputies of the Parliament of the Czech Republic on 5 November 2020.

The proposed changes were divided into two categories. The changes that can be implemented within the draft of the new Building Act without interfering with the concept of the proposal, or which can already be incorporated into existing legislation have been marked as immediate (“okamžitě”). The changes that require more extensive intervention in the text of the proposal, or into several other pieces of legislation have been marked as conceptual (“koncepční”). The other pieces of legislation that were mentioned where it is necessary to amend or re-adopt them so that the proposed change is functionally reflected in the legal order. An integral part of this delivery is the text of the draft of the new Building Act with projected changes.



4. Communication principles summary

This section defines distinct types of stakeholders in the spatial planning and development processes, summarizes their expected attitude towards the proposed reform and defines expected areas of disagreement and provides communication principles how to approach stakeholders' groups regarding these areas of disagreement.

First group of stakeholders are those who are significantly involved in terms of their property rights and have incentives to protect or expand their properties' values through the system of spatial planning. These are homeowners, Commercial property owners and Land owners. These stakeholders are likely to rather support the reform as it provides more security against actions decreasing property values. However, compensations for land appreciation and support for new development will be likely opposed by this group. On the boundary of the group with property rights involvement are Developers, who are likely to benefit from stability that does not endanger their projects, Speculative land owners who conversely make typically profit on speculation on possibility to change spatial planning documentation, and Households developing own single-family house that invest in land on which they build single-family housing unit. Speculative land owners will be strongly against the reform as the opportunity to speculate will be very limited. Households developing own single-family house are also expected to be rather negative as promotion of the amenities' fees will impact this type of development stronger.

Second group are entities representing different levels of governments and protecting various collective interests. These are Large municipalities typically of a size of county capital or larger that have relatively more developed administration and larger institutional capacity. Then there are other municipalities that are smaller and they make predominant share of all municipalities. There are approximately 100 'large municipalities' and 6100 of 'small municipalities'. Municipalities are likely to welcome proposed reform as more competencies in local development should be transferred them. However, small municipalities might see this as ambiguous as they will bear higher share of planning burden. State powers on national level and national agencies are ministries and bodies investing in and operating nation-wide infrastructure. State powers on regional and local level are authorities protecting public interests with transferred state powers. In general state powers are more or less satisfied with the current state of spatial planning and might be resistant against proposed change.

Third group consists of two groups of experts in the spatial planning: Planning reformists and Planning conservatives. The first call for significant reform of the current system, but are internally heterogeneous and do not share common view on the desirable reform. Planning conservatives are in general satisfied with current system of accept milder amendments. Based on these groups definition, planning reformists are more likely to support proposed reform, but their support might not be full in all areas of the reform. Conversely, planning conservatives are expected to consider the proposed reform as diverging too far from the current system and posing a threat to the stability of the spatial planning system.

Fourth group are special interests groups with relation to local area or local issues without possessing property rights. These are renters and non-governmental organizations. Renters could affect spatial planning through political process and both groups could lobby. While attitude of renters might seem ambiguous, the attitude of non-governmental organizations, especially environmental ones, is expected to be highly negative. First, the reform proposes to consider sustainable development more holistically and therefore currently dominating environmental approach would be limited, and second, the process of review that is being exploited to delay decisions should be limited to specific review period and put emphasis on materiality of the dispute and not formal aspects.

The final stakeholder is the Administrative court that review the spatial planning documentation and judges disputes regarding zoning permits as well as the compensations for the expropriation and its case law is then reflected in the planning discipline. The Administrative court is likely to be indifferent to many aspects of the reform, but is expected to oppose proposed changes of judicial



review such as abolition of the so-called incidental review or emphasizing materiality of the spatial planning documentation review.

The friction areas of disagreement between stakeholders could be grouped into several clusters. The first focuses on the character of spatial planning and its tools. The friction areas defined are The need for the spatial planning system reform, More integrated approach to spatial planning and Fiscal autonomy and inclusion of economic tools. In all of these the clash appears between Planning reformists and municipalities to some extent and Planning conservatives and state administration. The communication of this friction area should be primarily expert, using evidence-based arguments and foreign good practice of better performance of the more integrated planning system employing economic tools.

The second cluster of friction areas deals with division of competencies in planning and vertical and horizontal cooperation and contain Transfer of competencies to self-governing units, Inter-municipal cooperation and Deviations from the upper planning documentation. In this cluster main struggle could be seen between state powers and large municipalities as state powers want to keep its current powers and large municipalities would like to transfer them within their competencies. It should be highlighted the aim of the reform is to move planning competencies to the appropriate level – while discretion over local issues should be largely transferred to municipalities, more competencies over nation and regional-wide systems should be on higher respective levels. The ability to grant approvals for deviations from planning documents should also help to tackle local issues more efficiently.

The third cluster concentrates on municipal planning redefining some existing tools. It contain Spatial planning documentation standardization, Obligatory two-level municipal planning and Compensation mechanisms for land value changes. Here attitudes of stakeholders differ. Municipalities and Planning reformists want more relaxed standards of documentation while Planning conservatives and state administration prefer more detailed and binding standards. The obligatory two-level planning and compensations for land value changes might be opposed by municipalities as they might see it more complicating. It has to be emphasized these issues will be detailed with further regulation to make the system applicable in practice so it will not increase planning burden beyond acceptable threshold.

Last friction area is Time and content focused judicial review. This will have to be discussed with the Administrative court and it should be shown with evidence the current practice severely undermines spatial planning system as it is not sufficiently stable and decisions based on minor formal errors lead to large material losses that is both socially inefficient.

Project management assumes the reform will be led by Steering committee based at the Office of government represented by the Minister of regional development with representatives of other ministries and controlled by representative of opposition political parties. For the management of reform preparation will be responsible Project manager who will work closely with Expert leader who will be responsible for the reform proposal itself. Main other parties involved will be executive tam based at the Ministry of Regional Development and Stakeholders' board that will regularly provide feedback to the work in progress.

The first three phases of the following reform completion should be definition of the reform's goals, elaboration of the detailed regulation including sectoral implementing decrees considering possible alternatives and final selection of the reform to implement. Then two following phases should take place, implementation of the reform and its evaluation. After finishing the reform evaluation the whole project could be formally ended.

The role of stakeholders' inclusion is emphasized. Following steps of reform preparation and implementation could build on stakeholders' network that was established during this project and that has yielded valuable insights into the spatial planning system and its desirable form. This stakeholder network could create a backbone of the proposed Stakeholders' board.



5. Project process summary

In this chapter project process is briefly introduced. For more details regarding project process and management, detailed timeline and description of each phase of the project please see attached Project Management Document.

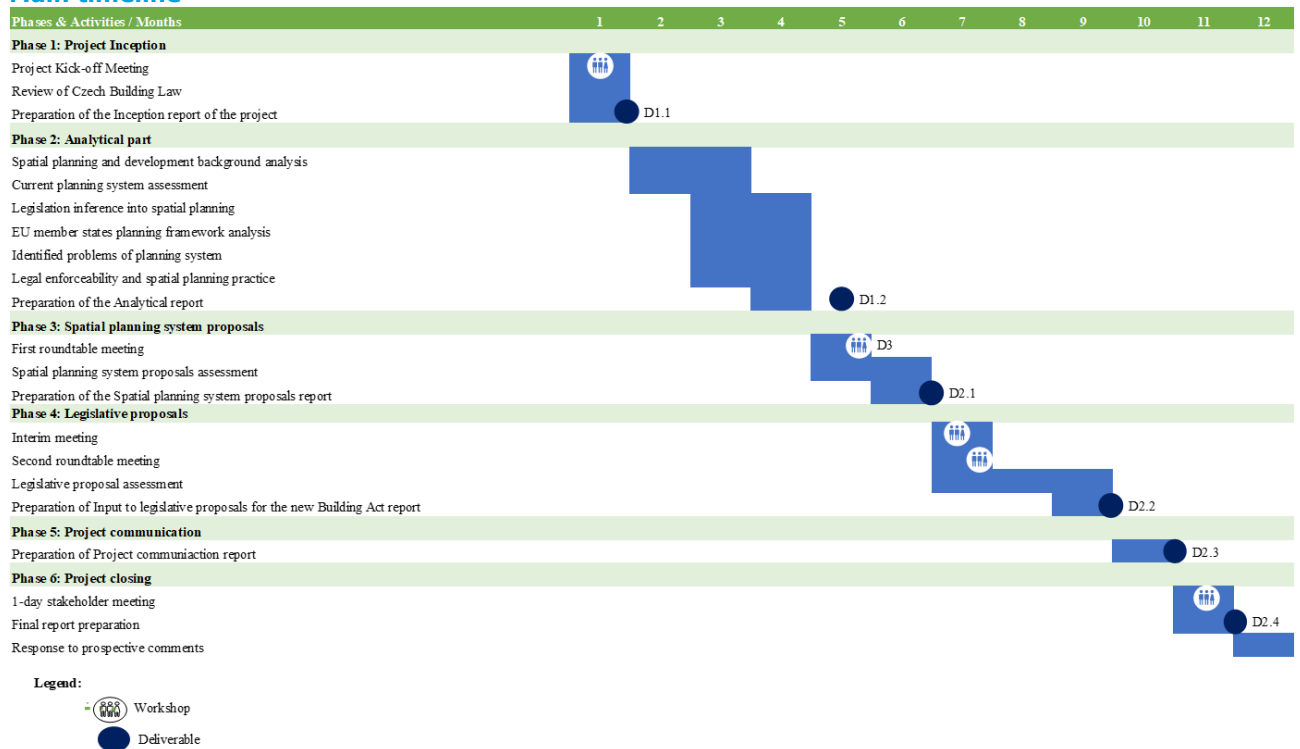
5.1. Project timeline

The project was designed to be done in 11 months, starting in January 2020 and expected to be concluded by the end of November 2020, however due to the postponed project initiation and subsequent unfortunate timing of the second stakeholder meeting during the summer holidays the project was extended to 15 months. The initial delay was caused by signing the contract before the Christmas holidays and as a result Project Kick-off meeting took place approximately one month later than expected at the end of January. Due to this delay the second stakeholder meeting was moved to the July/August and when the date was proposed to the stakeholders it has turned out low share of them could participate. Based on this it was requested to extend the project and new deadline was set to the end of March 2021.

Initially the project phasing was coordinated with expected process of the current Building Act reform to utilize projects' outputs in this process. Over the course of 2020, the Government and Chamber of Deputies of the Parliament had however to prioritize activities to address unexpected Covid-19 crisis and the process of discussing the Building Act reform has slowed down and as of today the act is still being discussed by the Chamber of Deputies and not being yet passed to the Senate.

As a response to European and national measures to contain Covid-19 epidemics the interviews with Czech and European experts were conducted via teleconferences and similar approach was adopted in case of the second and third stakeholder meeting when epidemic conditions did not allow us to organize face-to-face meeting.

Main timeline



5.2. Lessons learnt

In this part key findings made during the project that might help elaboration of future projects of similar scope are listed below.

Joint participation of other ministries

During the process of the project it was confirmed the spatial planning significantly reaches beyond competencies of the Ministry of Regional Development. Other ministries that are responsible for some agendas relevant to spatial planning are for instance Ministry of Finance, Ministry of Interior and Ministry of Environment; to a lesser extent also Ministry of Social Affairs, Ministry of Health and Ministry of Transport. While sponsorship of the Ministry of Regional Development is not questioned, we recommend to include representatives of these ministries into the project board to inform these important stakeholders in the public administration about the projects' progress and also to have an opportunity to receive immediate feedback to project's outputs over the course of project elaboration.

Involvement of selected stakeholders into the project board

Stakeholders' meetings have revealed many stakeholders who are targeted by the policies emphasize they are not sufficiently represented in the policy-preparing processes – in this case municipalities in in the Building Act reform. At the same time these stakeholders have high level of expertise in the area and willingness to participate. For that reason we propose the future comparable projects might at the beginning identify key stakeholders who could be involved more closely into the project for instance as members of the project board or as expert consultants.

Realistically set timeframes for comments to the projects outputs

It has turned out the expected response periods assumed in the contract within which the client should submit comments to the project's outputs are rather short. With the objective to discuss and process all raised issues finalization of each deliverable was significantly delayed with respect to the fixed project timeline. To meet the project's timeline deadlines it was necessary to start and even deliver next project phase even when previous phase was not yet formally concluded. To mitigate this difficulty we recommend to include floating timeline that would define fixed time period for the contractor to address raised questions, but at the same time would commence new phase when outputs of the previous phase are accepted by the client.

Online Participatory events

While on-line teleconference interviews were found to be good substitute to face to face meetings, the same does not hold for the on-line stakeholders meetings. First, it seems interest in attending online participatory event was somewhat lower compared to the on-site event, second, discussion between participants smaller groups was less interactive and required more moderation from the side of organizers, and third, subsequent participation in follow-up voting/surveys was lower in case of on-line meetings. Taking into account this experience we would recommend to switch from face to face interviews to an on-line form (if required for instance due to the aim reduce projects' costs), but we would recommend to organize on-site face to face participatory meeting because it seems it promotes individual willingness to participate and improves outcomes of the session in general.



6. Attachments

The following describes the structure of the final report submission pack:

- Final report comments form

01 - Core documents

- Analytical report – brief report (pdf)
- Analytical report – full report (Deliverable 1.2) (pdf)
 - Analytical report attachments**
 - Analytical report - brief report (docx)
 - Analytical report - full report (docx)
 - Analytical report comments form
- Spatial planning reform proposal (Deliverable 2.1) (pdf)
- Spatial planning reform diagram (pdf)
 - Spatial planning reform proposal attachments**
 - Spatial planning reform proposal (docx)
 - Spatial planning reform diagram (pptx)
 - Spatial planning reform proposal comments form
 - Spatial planning reform diagram comments form
- Legislative proposal of changes within the field of spatial planning (CZE) (pdf)
- Legislative proposal of changes within the field of spatial planning (ENG) (Deliverable 2.2) (pdf)
 - Legislative proposal attachments**
 - Legislative proposal of changes within the field of spatial planning (CZE) (docx)
 - Legislative proposal of changes within the field of spatial planning (ENG) (docx)
 - Legislative proposal comments form
- Communication principles (Deliverable 2.3) (pdf)
 - Communication principles attachments**
 - Communication principles (docx)
 - Communication principles comments form

02 - Stakeholders' meetings documents

- First roundtable meeting presentation
- First roundtable meeting report
 - First roundtable meeting attachments**
 - Spatial planning problems diagram
 - Spatial planning reform diagram
- Second roundtable meeting presentation
- Second roundtable meeting report
 - Second roundtable meeting attachments**
 - Spatial planning reform diagram
 - Online survey questions
- Third roundtable meeting presentation
- Third roundtable meeting report
 - Third roundtable meeting attachments**
 - Online survey questions



03 - Project management documents

- Contract
- Inception report (Deliverable 1.1)
 - Inception report attachments**
 - Project management
 - Project timeline with detailed phases 1 and 2
 - Deloitte Kick-off meeting presentation
 - Ministry of Regional Development Kick-off meeting presentation
 - Identified related literature list
- Project management report
 - Project management attachments**
 - Detailed timeline diagram
 - Stakeholder list for the interviews
 - Stakeholders' interview form
 - Formulář rozhovorů se stakeholdery (Stakeholders' interview form for Czech speaking stakeholders)





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