

## **Appendix 5 - Place Shaping**

### ***Introduction***

This paper responds to the findings of the review undertaken by CPMU in November 2015 into 'Public realm investment and management across Growth, Planning and Housing (GPH) and City Management and Communities (CMC)'. It proposes changes to relationships between the structures and ways of working across this activity in both GPH and CMC and the creation of a new Place Shaping service.

### ***Outcome of the Review***

The Council-wide reorganisation that was implemented in April 2015, revised working arrangements between GPH and CMC relating to transport, highways and public realm works. New governance arrangements were developed to provide visibility and transparency of all service activities, and roles and responsibilities of staff and leaders were redefined.

Despite the revised working arrangements being agreed, practice has not followed the target-operating model leading to a lack of visibility and transparency about performance, work priorities, roles and responsibilities, contractor management and potential duplication of work and effort. This has implications for the effective management and co-ordination of the Councils appointed highways and transport service providers. The findings of the report identified the following recommendations that directly impacted upon GPH. These were:

<b>Ref No</b>	<b>Recommendation</b>	<b>Critical / Essential / Recommended</b>
1	A comprehensive 3-5 year programme for <u>all</u> public realm schemes and a pipeline of future / proposed schemes must be developed and communicated as a priority. The programme should be used as the basis for all work planning, resource allocation and the prioritisation of public realm and infrastructure works.	Critical
2	Ownership of and accountability for the entirety of the councils' public realm programme and budget must be clarified and not fragmented across different teams.	Critical
7	A workforce planning exercise should be carried out to determine the skills and resource needs across public realm functions having regard for the roles of the external providers.	Critical
8	Briefings and training on the operation of the public realm processes and the new contracts must be rolled out to all staff and contractors. Senior management must ensure that the processes are embedded and made to work.	Critical
9	Senior Management must drive cultural and behavioural changes required to support the new ways of working and be held to account for the	Critical

	delivery of service outcomes.	
10	The role of Scheme Development Managers should be refreshed in light of the reduction in the council's capital programme and growth in externally funded schemes linked to the broader growth and regeneration agenda.	Critical
13	All public realm schemes must be managed in accordance with the agreed delivery process, gate reviews and governance arrangements including PRAG and Key Stage Reviews.	Critical
14	The hand over between development and delivery must be agreed and peer and key stage reviews must be carried out in accordance with the agreed business processes.	Critical
15	New governance should be implemented to support the future operating model.	Essential

### ***A New Approach***

The Chief Executive in his report to Cabinet on 21 July 2014, under the title of Growth and Connected Communities, set out his vision for 'place making' and the role of partners and stakeholders in providing services and investment and strengthening economic development and improving infrastructure.

As a result of these findings it is being proposed that the target operating model for the Strategic Transportation and Public Realm Team needs to be revisited to ensure that the working arrangements are fit for purpose with the deletion of the existing structure and creation of a new Place shaping team.

### ***What is place shaping?***

There are a number of definitions of place shaping but the following is a useful working description. *'Place shaping' is now widely understood to describe ways in which local players collectively use their influence, powers, creativity and abilities to create attractive, prosperous and safe communities, places where people want to live, work and do business'*. Place shaping also includes the following attributes:

- *Building and Shaping local identity;*
- *Coordinating development and infrastructure investment and activity;*
- *Operating over an area typical including a number of sites;*
- *Managing co-existence in a shared space;*
- *Site assembly and market making;*
- *Representing the community;*
- *Maintaining the cohesiveness of the community and supporting debate within it;*
- *Working to make the local economy more successful while being sensitive to pressures on the environment;*
- *Understanding deliverability of investment;*

- *The public space (the outside) is important. The relation between the inside and outside is crucial;*
- *Understanding the local needs and preferences and making sure that the right services are provided to local people.*

Developers, communities, Council members and officers all have key roles in influencing development and creating the best possible places when developing new places and the sites that contribute to them.

### ***Place Shaping Delivery***

A revised structure, coupled with strengthened service delivery within City Management presents an opportunity to develop place-shaping strategies for the City. The objective of a new team would be to:

- Develop and drive forward these place based plans and strategies;
- Focus on harnessing activity and investment in an area to create development opportunities that would address local needs and aspirations, as well as delivering our key City for All objectives; and
- Support the realisation of the recommendations arising from the West End Partnership would be critical in realising project delivery on the ground.

Place Shaping should link all the above strands and anything else related in order to create a vibrant and successful places for our residents and business that demonstrates strong growth potential.

The team would work closely with service delivery units from City Management and Communities and Policy Performance and Communications to ensure that a place can function efficiently rather than strategies becoming a drain on resources.

### ***Place-shaping Coordination***

To work effectively a new Place-shaping Team would need to be able to do the following:

#### ***Place Strategies***

- Develop a framework for Place-shaping strategies to an agreed set of principles for priority areas.

This could also be used as a tool for assessing new requests from Members, stakeholders etc. From an agreed framework, a place-shaping prospectus would be produced to allow external partners to understand the place-shaping ambitions of the Council and its stakeholders and outline the process and requirements needed if the council is to deliver on it.

- Develop area based place-shaping strategies with key stakeholders and partners. Agree vision, framework and a programme for their delivery, and funding. These would include a range of potential funding and delivery mechanisms – e.g. funding from developers, TfL and the Council -

but with delivery normally but not exclusively being managed by the Council in partnership with local stakeholders.

- Have access to specialist communications and PR resources for consultation and ongoing publicity/interest generation
- Leading on and linking place-shaping aspirations so there is synergy right across the council and with our key stakeholders, partners and communities.

#### *Funding*

- Initiate funding discussions with developers, property owners and partners i.e. BIDs to deliver further inward investment in areas.
- Actively seek out new sources of funding from multiple areas from regional to neighbourhood, engaging with funding bodies (e.g. GLA, DCLG, EU, Lottery etc)
- Have access to flexible resources to assist with the development of place-shaping strategies and initiatives. A business case would be approved at the start of each area programme, and funding for resources could be met from external sources, CIL or S106 payments.
- Develop, manage and maintain a register of priority area based place-shaping projects for inclusion on S106/CIL lists.
- Contribute to the Capital Review Board to provide information on external funding and seek approval to co-ordinate sources of funding to deliver projects which address current and forthcoming place-shaping strategies and priorities.
- Identify Invest to Save opportunities and develop business cases for relating to these.

#### *Governance and working across the City Council and its partners*

- Work with internal partners to ensure that any strategy or development takes account of service needs or investment decisions.
- Be consulted on all major planning applications and have an open dialogue with Development Planning and developers so that individual applications can be seen in the context of these wider place strategies.
- Develop a Place Shaping Board at both the senior and officer level to discuss area based issues and share information and discuss any challenges and blockages.
- Alongside the above, share information with City Management & Communities and Policy Performance and Communications, and discuss delivery of projects that fall within their remit but directly relate to or impact on place-shaping strategies.
- With the development of local knowledge comes the information which can help tailor our contracts and service delivery in the right way, depending on local area needs.