

an introduction to infrastructure planning and delivery: briefing pack



local development framework seminars:
november/december 2008

Notes to accompany power point presentation

Introduction

The preparation of an integrated infrastructure delivery plan is essential for local authorities and their partners. The revised PPS12 identifies the Core Strategy as the means of 'orchestrating the necessary social, physical and green infrastructure required to ensure that sustainable communities are created'. To fulfil this role and to be found sound, the Core Strategy must identify the infrastructure requirements for its area, who will provide it and when. This is not something that planners can do alone. Working with partners to prepare an infrastructure delivery programme is essential.

The production of an integrated infrastructure plan will also yield significant benefits for 'partner' service providers. It creates scope for greater efficiency and more beneficial outcomes in the planning and delivery of their individual service strategies and contributes to achieving their wider LAA targets and responsibilities and CAA.

Purpose of this briefing

To produce an effective infrastructure plan, planners and their partner organisations need to engage actively in the process. However the need for partnership working, the process, practice of infrastructure planning and skills required to deliver are not well understood nor developed. The purpose of this briefing pack is to provide a presentation that can be used in local authorities, for members and officers, the Management Team and with the Local Strategic Partnership to provide them with an introduction to infrastructure planning. It can also be used with external partners, infrastructure providers and prospective developers to explain the new system. With the publication of *Planning Together (2)* (CLG: 2009) there is expected to be an increased demand for presentations of this type.

How to use this briefing

This pack comprises of a PowerPoint presentation (ppt) and an accompanying set of notes which will provide the basis of a presentation on local infrastructure planning and delivery to a range of participants that should include:

- The Council's Management Team
- Council's Cabinet
- Scrutiny Committees
- Management forum
- Service departments
- Local Strategic Partnership and themed groups
- Local private sector interests
- Community and voluntary groups
- Parish councils
- Infrastructure providers

The pack also includes discussion slides which can be used to engage participants in the process and to help relate the presentation to local organisations and circumstances.

It is recommended that before the presentation is delivered, the person making the presentation should be familiar with the content including some of the wider background. This can be found:

- In the references in this guide
- In the participant's resource book which supported the PAS LDF seminars in Nov/Dec 2008
<http://www.pas.gov.uk/pas/core/page.do?pagelId=85827>
- In the Step by Step Guide on Infrastructure Planning, which can be found in a first version in the resource book and will be reissued by PAS in a fuller version and will be available on the PAS website

Before delivery

Before delivery, it is important to ensure that you:

- are familiar with the background documents particularly:
 - PPS12 (CLG 2008)
 - Creating Safe, Strong and Prosperous Communities (CLG 2008)
<http://www.communities.gov.uk/publications/localgovernment/strongsafeprosperous>
 - Planning Together (2) (CLG 2009)
- have met with the LSP co-ordinator and invited them to be present
- have identified the LAA targets for your area to be delivered through infrastructure planning
- are familiar with the National Indicators which have relevance to this process even if they are not your targets

Delivery

The slides are split into 3 sections with each section finishing with question prompts. This gives the flexibility for the presenter to use the material most appropriate for their purpose and their audience. It is possible to present just one or two of the sections in shorter sessions or all three in a suggested half-day programme.

When considering the delivery of the presentation, it is also important to have planned in advance what you want to achieve and what the next steps might be. These could include:

- establishing an LSP infrastructure delivery sub-committee
- holding an infrastructure workshop to discuss existing commitments, standards etc
- having a discussion on ways in which the Sustainable Community Strategy and LDF teams could work more closely together
- establishing a corporate/ LSP wide evidence base

Some key points for presentation sessions

The following points are taken directly from the PAS presentation guidelines. PAS uses these guidelines to ensure that all presentations are of the highest possible quality for a diverse audience. The entire document is available on the PAS website:

<http://www.pas.gov.uk/pas/core/page.do?pageId=98903>.

- Consider the audience, their knowledge, and their learning expectations. Plan your presentation accordingly.
- If you have an audience that may not know each other, circulate a delegate list with email contacts
- Speak slowly, loudly and clearly
- Avoid speaking to the slides – face the audience as much as possible.
- Use a logical sequence and avoid jargon and acronyms. When it is necessary to use acronyms, spell them out when spoken for the first time.
- Keep the lights on.
- Target each of your audiences' different learning styles by providing information in varying formats. For example, illustrate important points with analogies, anecdotes, images or graphs.
- Try not to read from your speaker notes throughout the presentation. The style of delivery is just as important as the content. Use gestures and voice modification to engage your audience. Make use of the remote control to change slides so you are free to move around.
- Avoid speaking while showing a graph or table as people cannot listen and read at the same time. Allow time for the audience to read the information and then explain the slide.
- Conclude by driving home the most important point as this may be the only thing the audience remembers.

Room arrangement

If you have a group of less than 12-15, it may be useful to have the session as Board room style with everyone around the same table. If you have a larger number, then cabaret style may be better to allow participants to break off into discussion at appropriate points.

Indicative Outline Programme (optional)

15 mins informal introduction by sponsoring officer or member (e.g. Chief Executive, Chair of LSP, Executive Director) on

- purpose of the session
- how infrastructure planning is beginning to develop locally
- stress that this includes but goes much beyond the role of planning in negotiating developers' contributions
- what is hoped will come from the session
- what will happen next and timescales

30 mins presentation (Slides a –f)

15 min discussion

break

30 min presentation (slides g-m)

15 min discussion

45 min group exercise

15 min feedback

The presentation

Each slide is listed by number and the notes here accompany each slide.

There are also some notes and suggestions for discussion topics and a group exercise should you wish to use them. These can be substituted to list the topics that you wish to focus on with respective audiences and be tailored to suit local circumstances and situations. You may also wish to involve others in delivering this presentation or the group discussions.

All presentations of this material will benefit from being delivered to a mixed audience e.g. where the presentation is made to, say, a planning team, it would be helpful to involve others including development management, Councillors, the LSP and LAA co-ordinators.

NOTES TO ACCOMPANY THE PRESENTATION

SECTION 1

Slide 1 Introduction slide

- you may wish to ask the Chief Executive, Portfolio Holder, LSP Chair or Executive Director to introduce the session as appropriate
- you may want to introduce some more slides here to support this introduction

Slide 2 Session outline

- indicates the key components of the presentation
- you might want to add a programme slide here with timings

Slide 3 Why are we doing infrastructure planning?

- provides the context for the session
- should be able to relate to introductory remarks and reinforce any points here
- need to talk about the wider role of infrastructure planning for the local area
- need to identify role of LDF in supporting infrastructure planning and delivery

Slide 4 What does infrastructure planning include?

- need to ensure understanding that infrastructure includes social and community infrastructure as well as physical features
- important here to establish that this is more than s106 contributions, tariffs or CIL as many participants may consider this to be planning's only role in this area

- need to emphasise that infrastructure is provided by a range of bodies and this is about all infrastructure delivery by all sectors and from all funding sources

Slide 5 The Spatial Planning requirements

- advises participants of where they can find more information on the requirements
- you may wish to remove this slide for a planning audience, but it may be necessary for audiences from other departments, sectors or the LSP
- also points to the Tests of Soundness
- might be useful to ensure that participants understand the inquisitorial role of the inspectorate in assessing the soundness of the LDF (i.e. not like an Examination in Public)

Slide 6 Points to consider

- takes some of the key points in PPS 12 with the paragraph numbers so that planners and others can see that the infrastructure requirements are in PPS 12 in other locations in the document other than just the section entitled 'infrastructure'.
- emphasise the role of the Core Strategy in two clear ways.
 - 1) The provision of public sector infrastructure: Many planners and others may have the impression that infrastructure planning is just about s106 or developer contributions. This section in PPS 12 makes it clear that this is not the case.
 - 2) This is also important currently as the funding for private sector investments may be under pressure, public sector funding for infrastructure is being maintained and in some cases expected to be increased. It is important that participants understand this.

- the second point on the coordination and release of land for public services relates to the better use of public assets in the transformation Public Service Agreement (2007). Fuller references for this are available in the resource guide but you will need to demonstrate how the better use of existing public assets will release funding and further land for more investment. This is also a good way to re-model existing services to meet the needs of changing demographics.
- the third point emphasises the role of the LDF in delivering targets from Local Area Agreements. It is important to be familiar with your own LAA before delivering this presentation so that you can draw attention to the targets that are relevant, including: reducing CO2 (NI 186), access to services, waste reduction, access to sports facilities as well as net increases in housing numbers (NI 154), gross increases in affordable housing (NI 155) and increase in housing sites currently available (NI 159). Further references on accessing these for your own and neighbouring areas is contained in the resource book.
- the last section on this slide emphasises the need to prepare a delivery strategy as part of the core strategy, whilst the infrastructure schedule is part of the underlying evidence base. In the Core Strategy, the arrangements for working with partners, identifying requirements and funding and the role of the Annual Monitoring Report in monitoring are all important. You might also want to suggest appointing a specific officer to manage the delivery process as part of the council's delivery strategy.

Slide 7 Discussion Points (to be used as appropriate)

- start to discuss what information is already available to support the infrastructure planning process

- allow participants to compare notes about service delivery changes that might be coming up
- ask if anyone has an area of ??? that might be remodelled or public sector organisations relocated or joined up in some way – how might released land be used?
- have your LAA targets on hand and go through them to see which are relevant – this will extend to targets including climate change, access to services, waste, energy as well as those relating to the provision of housing
- come to some agreement about next steps or action points at the end of this discussion which could be done as a group or in smaller groups with a combined summary at the end

Slide 8 PPS 12 Infrastructure Delivery

- relates to the infrastructure section of PPS 12 and identifies the requirements
- for planners this should be a reminder slide but for councillors or other partners this might be worth spending some time in illustrating what is included in physical, social and green infrastructure
- examples of each can be found on the infrastructure categories list in the resource book. It may be useful to have copies of these for participants to demonstrate the range of infrastructure to be considered

Slide 9 LDF Infrastructure Schedule

- reinforces the requirements of PPS 12
- produce copies of the schedule template from the resource book for all participants
- go through the schedule in a bit more detail and possibly start with a simple worked example for your area based on the Council's current capital programme

Slide 10 Discussion Points

- discuss the Council and LSP partners' approach to infrastructure delivery
- is there a lead officer?
- how are services integrated together? (e.g. changing demographics, new housing and health provision, responding to impacts of climate change)
- how is school planning related to changing in population requirements?
- do all delivery partners use the same evidence base?

Slide 11 Equality and Diversity

- refer to the need to ensure that any future planning of infrastructure takes the opportunity to review equality and diversity in delivery.
- you may wish to locate this slide at another point in the presentation and add some further slides to it to identify local equality and diversity issues which are relevant
- the Joint Strategic Needs Assessment that has recently been undertaken for each local authority area is a useful source of data to identify equality and diversity issues. It will also help provide a sound and up to date evidence base and an understanding of the way in which services are currently delivered to existing communities.
- check any demographic projections and the potential impact of population intensification or urban extensions
- The PAS equality and diversity case study is also useful to supplement content for this slide. Copies are available from www.pas.gov.uk

Slide 12 General Discussion

- discuss what has been presented so far
- allow for wider questions or for participants to relate this to their own work

SECTION 2

Slide 13 What is the role of the LSP?

- this marks the beginning of the section of the presentation which begins to view infrastructure planning from the perspective of the Local Strategic Partnership and other stakeholders
- say something about the new revised role of LSPs in general and compare to how yours is currently working
- hear from LSP about how the SCS and LAA work is interconnected
- a point for briefing on Comprehensive Area Assessment (CAA)

Slide 14 The requirements of the LSP

- an important section of the presentation as many LSPs are evolving to the model identified here. It is important to have a pre presentation discussion with the LSP lead and possibly ask them to contribute here
- emphasise that you are giving people some indication of what is to come and how useful this is as preparation
- this section is also going to show that changes in the statutory guidance for LSPs mean that they also now have responsibilities towards the management of resources including infrastructure planning, so the LSP stakeholders involvement is critically important

Slide 15 Local Strategic Partnership

- taken from the new guidance for LSPs, *Strong, Safe and Prosperous Communities*' (CLG July 2008) which you will need to be familiar with before delivering this session
- have a printed copy on hand as sometimes participants like to look at the guidance and obtain a copy for their own use. The guidance is available from the CLG website

<http://www.communities.gov.uk/publications/localgovernment/strongsafeprosperous>

- point out the other new responsibilities here including oversight and coordination of community involvement and greater role in scrutiny

Slide 16 LSP Accountability

- continues from the last slide and also takes points from the new LSP Strategic Guidance
- be familiar with this guidance prior to delivering the session.

Slide 17 LSPs joining the totality of public service

- you might want to linger on this slide so that participants can contribute their role to the process
- important opportunity to identify other stakeholders who might need to be involved
- prepare your own version of this slide with budget amounts inserted if desired

Slide 18 How does all this work together?

- after the preceding slide, this is a good opportunity to think about local stakeholders and who should be involved

- reflect on the interconnections between each of these components in local delivery
- CAA not mentioned here but you may wish to add it

Slide 19 How do these work together?

- end of section 2 and a means of bringing together the respective components of the new system is a way that participants can understand
- this slide generally produces a 'light bulb' moment from some participants and this could be in policy, finance or another service department

Slide 20 Discussion points

- ask participants if they know the total value of public sector investment in the area. The majority of local areas will not know. You might start by making a commitment to find out or start to assemble figures from around the table
- try to estimate the total size of funding available to the area in the next 15 years
- consider ways in which this could be used in a more joined up way to maximise benefits
- you might want to add CAA here

SECTION 3

Slide 21 How do we start?

- this slide marks the start of a practical consideration of infrastructure delivery planning
- a more detailed approach is available in the Step by Step guide so this is an introduction
- starts to help some action planning to move on to the next stage
- links with project planning approach to ensure that progress is made
- enable the incorporation of key meeting dates for LSP and LDS dates on the same schedule

Slide 22 Diagram of the process

- this diagram sets out the key components of the infrastructure planning process
- some people find a graphical presentation easier to understand
- each of the points on the diagram could be discussed in more detail if this helps people plan future actions and programmes
- the Step by Step Guide will support this discussion

Slide 23 What does IDP stand for?

- IDP is an emergent term for the local infrastructure planning process
- this slide helps participants capture the range of activities within the process

Slide 24 Is it a plan, a programme or a process?

- it is important to emphasize that infrastructure planning is not a 'one-off' activity

- this is an important starting point for compiling a schedule of general requirements which will develop into a more sophisticated matrix of development and activity
- this must become a managed, long-standing process with partners
- PROCESS - this comprises of:
 - the LSP infrastructure delivery group
 - common evidence base for demographic changes etc
 - identifying standards and applying them to identify deficits
 - identifying needs for current, intensified and new population communities
 - capital programme processes
 - transformation of services and joined up delivery
 - asset management
- PLAN - this comprises of:
 - more precise locational requirements
 - possible sites identified in a master plan or part of the LDF
 - possible area of search for sites or provision
- PROGRAMME - this comprises of the infrastructure schedule with schemes:
 - already committed by public sector
 - already committed by private and voluntary sectors
 - with a reasonable prospect of funding
 - s106 Developers' contributions on commenced schemes

This is likely to be supported by an SCS schedule which includes:

- schemes which are currently being worked up for funding
 - bids submitted where outcome is awaited
 - schemes where funding is currently uncertain
 - schemes that have been identified (e.g. through Parish Plans) where no funding is available but that are supported for funding when available
- emphasise that spatial planning is focussed on delivery on the ground. It is not just a set of policy documents for development management/control to interpret

Slide 25 Sustainable Community Strategy

- the role of the Sustainable Community Strategy
- this is often a difficult slide to discuss with planners as there can be tension or misunderstanding about the role of the SCS
- in some councils, the same team is responsible for both LDF and SCS production and this is considered to be best practice by CLG.
- emphasise the point that it is important to respect the role of the SCS if at present the context is not as detailed as that in the LDF.
- the SCS must be translated into the LDF and should be clear in the Core Strategy.
- the SCS can have a supportive role in the LDF process as it can be the place where projects and infrastructure requirements are identified and developed for funding and kept if funding is lost for any reason. Without this fail safe, projects have no legitimate waiting area where they can be developed or worked on for funding bids or other sources of finance
- if private sector schemes have to go on hold, they can also be kept in the SCS.

Slide 26 Vision

- you may find that you have already covered some of these points earlier and if so, you can go through them more quickly now. However, there are some new elements in this section to watch out for.
- the VISION slide is important in suggesting that the vision should go beyond 15 years of the LDF so that there is some headroom beyond the current position. Especially if looking at climate change & the implications of the SFRA & PPS25 where 100 year scenario is required (implications location of growth, flood defence, EA's long term flood

management plans/flood defence programme, green infrastructure/flood storage capacity

- This may be important if the current economic situation continues for any extended period. Also the period needs to be long enough for major projects to develop funding around them and to gain momentum.
- some of these may not be able to be agreed until the end of the 15 year plan period

Slide 27 A Practical approach – infrastructure delivery sub-group

- the infrastructure planning and delivery process must be managed
- this slide suggests a new approach to delivering infrastructure through a delivery sub-committee or group of the LSP
- in some cases, where local authorities have a s106 group, this might be extended.
- where LSPs have a number of theme groups, a delivery or infrastructure group could be established from representatives from each group. Otherwise it could be set up as a group on its own.
- a number of local authorities are considering this and starting to implement this approach
- the participants resource book includes some draft terms of reference that might be useful to get this going

Slide 28 What is being delivered now?

- we are now moving into the practical approach to developing an infrastructure delivery plan
- this starts with the preparation of an infrastructure schedule from existing current public expenditure plans including local authority capital programmes, PCT capital programmes, RDA funded schemes, MOD, EA or other government agency investment

- encourage participants to consider programmes such as Building Schools for the Future (BSF) and Universities which have large building programmes

Slide 29 Transformation of Public Services

- encourages participants to consider the wider public provision of services and how these might be combined for the benefit of customers and communities and then release land and buildings.
- this is a key discussion for the LSP/infrastructure delivery group
- where there is to be major intensification or new development it is important to consider the services needed in new locations
- in rural areas or neighbourhoods, this might be a process to associate with settlement hierarchies or a networked approach to service provision

Slide 30 Standards

- introduces the concept of standards
- familiar to planners in terms of open space for example but may be less so to other service providers such as leisure
- the identification of current standards and their source is important as without these it could be possible that the provision of public facilities will not be supported on appeal
- some standards will be population based e.g. number of school places required – any change in the demographic profile of an area will bring this into consideration
- some standards will be locality based e.g. in village or neighbourhood hierarchies – which mix of services will be required for settlements of differing sizes? This will have implications for master planning new areas. It also relates to NI 175

- the bringing together of standards can be a good way of working with other departments and identifying how services may be able to be transformed.
- if possible, it could be useful to ask the Council to adopt the standards under 2000 Local Government Act s2 within the duty of well being as standards represent what councillors consider is the best distribution of facilities and services in their area
- it would be appropriate to review these standards each year as part of the AMR process but they could be changed by council resolution earlier than this if necessary
- these standards need to include national standards where they exist but there are now very few national standards

Slide 31 Where funding isn't yet identified

- about schemes which are viewed as being important but do not yet have guaranteed funding
- a frequent question for the voluntary and community sector who may want some reassurance that their schemes are not being overlooked
- it is suggested that the infrastructure list is reviewed each year as part of the AMR process so that schemes can be moved in and out as firmer funding appears or disappears
- it is suggested that the 'holding bay' for projects that the LSP and communities want to be developed should be the Sustainable Community Strategy
- Introduce a trailer for CIL

Slide 32 Conclusions

- reminds all participants that infrastructure delivery is a fundamental part of the planning process and that planning has moved on from being solely policy based
- reminds participants that it is a spatial activity – it doesn't stop at the local authority boundary – it must focus on people in places and how they use them – many residents access facilities in neighbouring authorities + recognition may be a two tier authority
- planning now has a strong responsibility in delivering all kinds of infrastructure for the future

SUGGESTED TOPICS FOR GROUP DISCUSSIONS

Slide 33 Group Discussion 1

- this slide is one of two that could be used for smaller group discussion for the last part of the indicative programme
- focusses on the LSP and should help to consider practical ways forward
- a good place to consider where an infrastructure sub-committee or delivery group would be useful

Slide 34 Group Discussion 2

- this slide is one of two that could be used for smaller group discussion for the last part of the indicative programme
- focuses on moving toward the next part of starting to assemble a schedule
- asks participants to share their approaches to capital programming
- you might encourage small groups to start to complete schedules as part of the session -these might be done on the basis of service or area

References

PAS : participants resource book : LDF seminars : infrastructure planning and delivery : november and december 2008

<http://www.pas.gov.uk/pas/core/page.do?pagelId=98384>

Government Publications

PPS12 (CLG, 2008):

<http://www.communities.gov.uk/publications/planningandbuilding/pps12lsp>

Planning Obligations Practice Guidance (ODPM, 2006):

<http://www.communities.gov.uk/publications/planningandbuilding/planningobligationspractice>

Community Infrastructure Levy (CLG, 2008):

<http://www.communities.gov.uk/documents/planningandbuilding/pdf/communityinfrastructurelevy.pdf>

Comprehensive Area Assessment information:

<http://www.audit-commission.gov.uk/caa/index.asp>

Comprehensive Spending Review 2007 (CSR07):

http://www.hm-treasury.gov.uk/2007_comprehensive_spending_review.htm

Creating Strong, Safe and Prosperous Communities Statutory Guidance 2008:

<http://www.communities.gov.uk/documents/localgovernment/pdf/550804.pdf>

Effective Practice in Spatial Planning (RTPI, 2007):

<http://www.rtpi.org.uk/download/1559/EPiSP-Final-report.pdf>

Local Government Act 2000:

http://www.opsi.gov.uk/Acts/acts2000/ukpga_20000022_en_1

Local Government and Public Involvement in Health Act 2007:

http://www.opsi.gov.uk/acts/acts2007/ukpga_20070028_en_1

Planning Together (2) (2009) www.communities.gov.uk

Public Service Agreements:

http://www.hm-treasury.gov.uk/pbr_csr07_public_service_agreements.htm

Roles and Responsibilities in the Local Performance Framework (CLG, 2008):

<http://www.communities.gov.uk/publications/localgovernment/frameworkrolesresponsibilities>

Use of Resources (Audit Commission, 2008):



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Local Government Association

The Local Government Association is the national voice for more than 450 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.



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