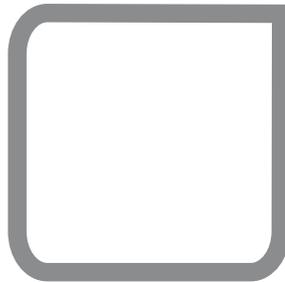
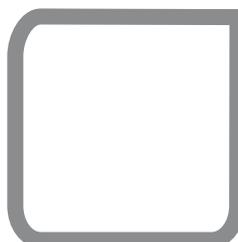


# A steps approach to infrastructure planning and delivery



For local strategic partnerships  
and local authorities  
**June 2009**

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# 1. Introduction

## Purpose of this approach and how to use it

This Steps approach offers a way in which people in local authorities and Local Strategic Partnerships (LSPs) can work together to achieve the right level of infrastructure delivery. It could be used as part of the LSP Resource Overview process and the Local Development Framework (LDF) Core Strategy evidence base. The Approach suggests ways of establishing effective processes and structures where none currently exist and of enhancing those which are in existence.

Whilst this approach primarily deals with the local approach to infrastructure planning some of the steps identified will need to be delivered jointly with other areas and some may require a regional resource for implementation which may provide a good basis for the sub-regional working across agencies.

## It is important to note that:

- this approach is just one way of approaching infrastructure planning and delivery – it is not a set procedure.
- this approach needs to be considered as a whole and not necessarily in a sequential way – you don't have to start at Step 1 – use the approach as appropriate to local circumstances and you may choose not to follow all the steps or all parts of the steps.
- some steps will already have been completed locally or there will be existing work that can be used.
- the 'how to get started' bullet points are a range of suggested activities not a checklist of prescribed actions.
- the provision of resources and examples given are indicative and not meant to provide templates.



## 2. Why infrastructure planning and delivery?

### What does infrastructure planning mean, and why do it?

Infrastructure can take many forms – it can be defined in **physical, green and community** terms (see [www.pas.gov.uk](http://www.pas.gov.uk) for suggestions of categories) and is essential to support objectives of increased housing provision, economic growth and mitigating climate change, and of creating thriving and sustainable communities. In addition to housing and job opportunities, supporting infrastructure including green energy, utility services, transport, schools, open space, community, health and leisure services, are all needed

Planning and delivery are the means by which these infrastructure needs are identified and planned for, and how it then comes about, underpinned by organisational investment regardless of sector. All organisations must invest in their future if they can, in order to improve, expand or maintain their services. The integration of these individual processes and programmes will enable service providers to more effectively target areas of need with the potential to achieve greater efficiencies and savings.

Good infrastructure planning and delivery is important at both local and regional levels. Regional Strategies, which are expected to be implemented in 2010 are likely to have a focus on infrastructure, and increasingly groups of local authorities are recognising the benefits of working together on infrastructure planning at sub-regional levels through Multi Area Agreements (MAAs).

Infrastructure and services are provided by a range of organisations but there is too often little or no integration of these. The preparation of an Infrastructure Delivery Plan or Schedule will help that integration and is essential if local authorities and their partners – especially the LSP – are to fulfil their place shaping role.

At the heart of this process is the development of land and buildings that provide the services for places and communities. Where investment for development can be identified, the capacity of existing services to accommodate new

population growth should be captured and where possible quantified and any gaps in provision clearly set out.

### **If the plan is done with the involvement of all relevant parties, it will help to:**

- direct the right level of growth and housing development in the right place
- bid for funding from other infrastructure agencies, and
- engage with infrastructure funding providers and deliver the right levels of infrastructure for growth.

### **Working together on an Infrastructure Delivery Plan**

An Infrastructure Delivery Plan is not something planners can do alone. For an effective Core Strategy, planners need to draw on and influence the investment strategies and infrastructure programmes within the local authority and other organisations in its area where possible. To achieve an integrated approach, authorities need to work with local investors from the public, private, voluntary and community sectors. From the public sector this includes service providers within local authorities such as children's services, highways, housing, waste collection and disposal, and regeneration. Externally it includes health providers, the police, fire and rescue, Universities, courts, prisons and Government Departments such as Ministry of Defence (MOD), Job Centre Plus (JCP) and the Her Majesty's Revenues and Customs (HMRC). In the private sector, investment operates at all scales and some are essential services for any thriving community, such as leisure facilities and early years childcare provision. The voluntary and community sector also invest in infrastructure through sports and social clubs, hospices and through the delivery of services.

Producing an Infrastructure Delivery Plan will also benefit 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.

The LSP is the place where all of these partners and stakeholders come together to establish working arrangements that consider future investment, planning and delivery decisions, as well as how local resources might be used effectively to achieve key targets including those in the LAA. However, for both LSPs and local authority planners this requires some new understanding, knowledge and skills in working together. Many areas are already setting up a shared evidence and consultation base and this should be a critical component in managing and guiding the investment of all sectors at the local level.

Within a local authority infrastructure planning will only be effective if it has corporate support as a cross service approach is one of the requirements of deliverability. Coordination is key. This means that at least some of the following will need to be developed and put in place;

- chief executive engagement
- engagement from senior members including the leader
- a briefed and engaged corporate management team
- common evidence base across authority services
- ways of working with heads of service which can support evidence based identification of infrastructure deficits
- some working relationships with the LSP and LAA coordinator and SCS lead officer.

For more information on practical guidance for LSPs and local authorities working and planning together see 'Planning Together' (2009), updated practical guidance for local strategic partnerships and spatial planning, available at [www.communities.gov.uk/publications/localgovernment/planningtogether](http://www.communities.gov.uk/publications/localgovernment/planningtogether)

## The strategic role of infrastructure planning

Infrastructure planning is central to the strategic delivery and corporate focus of local authorities and their partners; *Creating Safe, Strong and Prosperous Communities* (CLG July 2008) and the revisions to PPS12 set out this strategic framework.

**To undertake effective infrastructure planning it is necessary to understand the important role of LSPs and recognise that infrastructure planning is:**

- a strategic place shaping tool to achieve community benefits and a means of delivering service efficiencies and improvements
- a means of delivering strategic objectives for localities as set out in the Sustainable Community Strategy
- a corporate process which must be undertaken in partnership between the LA and other public service delivery organisations
- an on going process
- a means of identifying current and future infrastructure deficits and needs
- part of the evidence base for the preparation of local authority and partner strategy and service plans
- a means of supporting the delivery of the Local Area Agreement
- an means of working with the private, voluntary and community sector on their investment proposals and delivery
- a means of identifying infrastructure deficits that may only be met through sub-regional and regional approaches
- embedded in the **Comprehensive Area Assessment** process as part of the evidence base to demonstrate how partners are working together to improve both their communities and their use of resources, which will both be key parts of the assessment process.

## Infrastructure planning and the local development framework (LDF)

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 that role and to be found sound, the Core Strategy or evidence underpinning it must identify the infrastructure required to deliver the strategy, who will provide it, where and when.

Infrastructure planning forms an important part of a robust evidence base for Development Plan Documents (DPDs) and especially Core Strategies. The test of soundness includes whether the plan is deliverable so an understanding of what infrastructure is needed and how it will be delivered is key.

PPS12 advises that the process should identify as far as possible, infrastructure needs and costs, phasing, funding sources and responsibilities for delivery, and where necessary, contingency planning scenarios. However the budgeting processes of different agencies may mean there is less information available when DPDs come forward than would be ideal. A proportionate approach to the level of evidence for different localities is expected.

**The development of this infrastructure evidence base should be undertaken in a corporate way inside a local authority and in a coordinated way with partners and investors through the LSP. It should:**

- take into account existing population and their needs, as well as new development and population growth
- be based on evidence and undertaken in a systematic way
- deliver through existing public sector and other investment budgets and take into account existing thresholds based public funding schemes
- inform consideration of the location of growth and service provision
- identify what is not yet funded, estimate costs and how it might be funded in future years e.g. through capital bids, asset release, fees and charges, developers' contributions and Community Infrastructure Levy.

## Relationship with Community Infrastructure Levy (CIL)

The introduction of the Community Infrastructure Levy will also provide opportunities for local authorities to generate contributions for local and regional infrastructure through charges on development. The process of infrastructure planning and delivery identified here will help support local authorities in preparing for the introduction and local use of CIL.



### 3. Undertaking infrastructure planning

This steps approach offers one approach to partnership working to achieve local infrastructure planning and delivery for those involved in the LSP and local authorities.

The following key steps should be addressed as part of the infrastructure planning process. The sub steps are pointers for actions to be taken into consideration. Many of these steps can and should be carried out concurrently and not all parts of the steps will be necessary if other work has already been undertaken. Evidence and the level of information gathered should be proportionate.

It is important to prepare partners and other colleagues for the process of infrastructure planning and delivery.

Take a **practical approach to engage the LSP in the process** and show this Approach to others such as the LSP and LAA Coordinators, the management team, Executive Members. The PAS Introduction to **Infrastructure Planning and Delivery Pack** may also be useful.



## 4. PAS infrastructure planning and delivery materials



In 2008 the Planning Advisory Service (PAS) held 10 regional seminars focusing on infrastructure planning and delivery.

A suite of supporting material on infrastructure planning and delivery has emerged from the seminars and should help planners and partner organisations involved in infrastructure planning. It sets out some options and examples for taking forward infrastructure planning and is available on the PAS website [www.pas.gov.uk/infrastructure](http://www.pas.gov.uk/infrastructure).

### Topics include:

- infrastructure planning **resource book**
- the **role of the LSP** in infrastructure planning and delivery
- **engaging the LSP** in infrastructure planning and delivery – some practical approaches
- the LDF's role in meeting **LAA targets**
- what might an **infrastructure delivery strategy** contain?
- **funding** infrastructure delivery
- **resources and skills** for infrastructure planning and delivery
- undertaking infrastructure planning and delivery **internally**
- using **consultants** to undertake infrastructure planning
- working in **two-tier areas**.



# 5. Steps approach to infrastructure planning and delivery

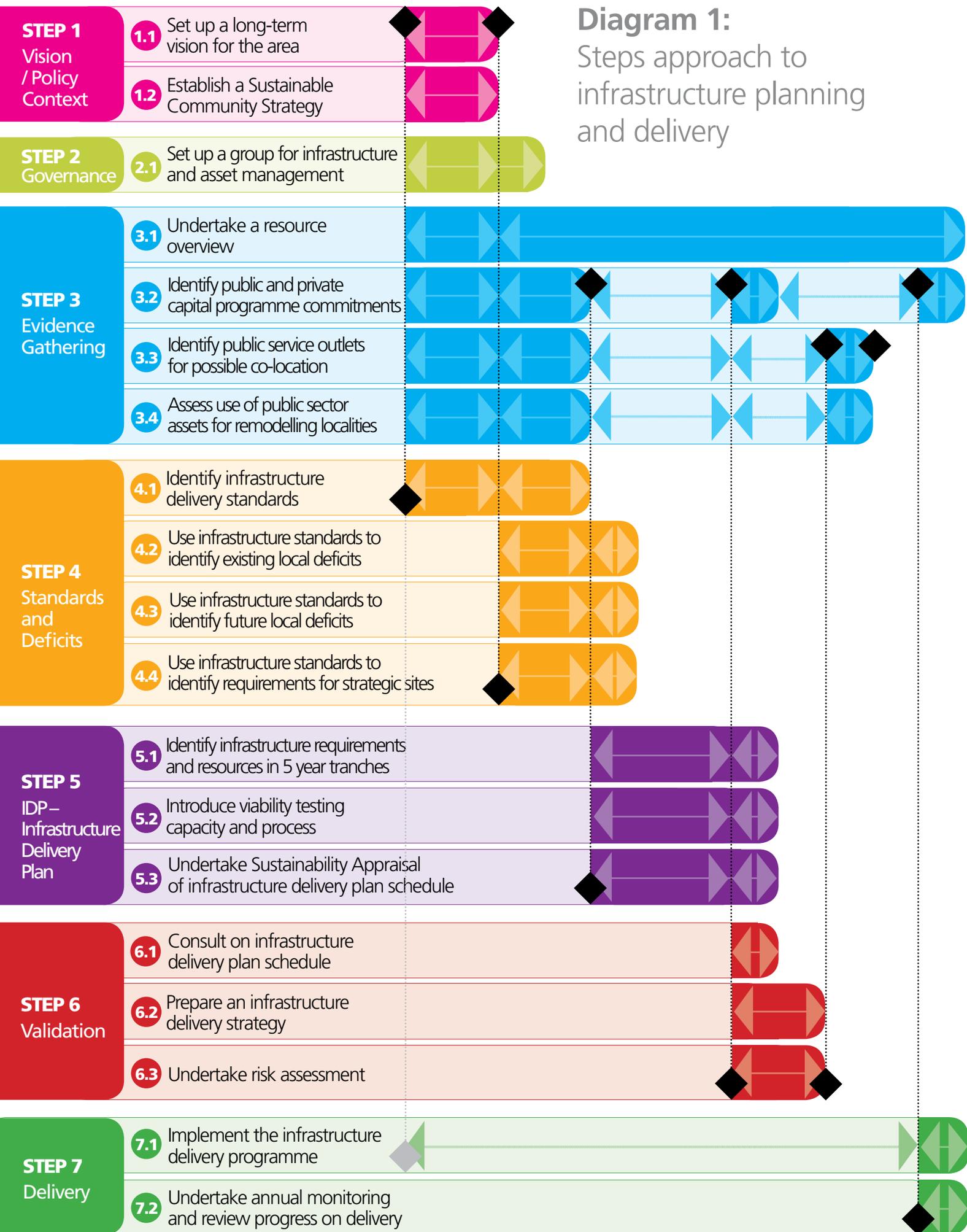
NOTE: The lead on each of these steps will vary depending on the scope of the infrastructure work undertaken and organisational arrangements that exist in each area. The approach should be a partnership between local authority planners, corporate strategy and LSP officers, and stakeholder agencies. Internal scrutiny should also be built into the process by the organisations involved.

Diagram 1 shows a simplistic relationship between the key steps

KEY STEPS	Sub Steps	Activities
<p><b>STEP 1: Vision / Policy Context</b></p> <p><b>Importance:</b> the long-term vision for the area should establish the direction for the future and is based on evidence of local needs and priorities. Partners must work together as part of a place making framework.</p> <p><b>Risk:</b> without clarity, infrastructure investment may be duplicated, piecemeal and not be a sustainable use of resources.</p>	1.1	Set out the long-term vision for the area
	1.2	Establish a sustainable community strategy delivery strategy
<p><b>STEP 2: Governance</b></p> <p><b>Importance:</b> governance arrangements are important to managing the process and enabling full participation from stakeholders and infrastructure providers.</p> <p><b>Risk:</b> without this, infrastructure decisions could be taken in isolation and infrastructure planning could be less effective.</p>	2.1	Set up a group for infrastructure and asset management/establish working arrangements and engagement between stakeholders
<p><b>STEP 3: Evidence Gathering</b></p> <p><b>Importance:</b> this is part of the wider evidence gathering of the LSP and evidence from partners should provide a considerable resource for the process. Without gathering and using up-to-date evidence to create an infrastructure schedule, there is a danger that delivery will not be supporting the needs of the community; this evidence also provides a basis for current and future access and distribution of services (e.g. for NI 175).</p> <p><b>Risk:</b> without doing this, the best use of public assets may not be made and access to services will be compromised.</p>	3.1	Undertake a resource overview
	3.2	Identify existing public sector capital programme commitments and private sector developments
	3.3	Identify existing public service delivery outlets and potential for joint use
	3.4	Use public sector assets as resources base for local area regeneration and redevelopment

KEY STEPS	Sub Steps	Activities
<p><b>STEP 4: Standards and Deficits</b></p> <p><b>Importance:</b> standards represent what public sector organisations are attempting to achieve for their communities and users. To aid good infrastructure planning, there should be an assessment of what is already being provided and whether it meets current and future needs.</p> <p><b>Risk:</b> without using standards to identify deficits in general services or specific community needs, there is a danger of over or under provision and unsustainable ‘wish list’s’.</p>	<p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p>	<p>Identify infrastructure delivery standards</p> <p>Use infrastructure standards to identify existing local deficits</p> <p>Use infrastructure standards to identify future local deficits</p> <p>Use infrastructure standards to identify infrastructure requirements for strategic sites</p>
<p><b>STEP 5: Infrastructure Delivery Plan</b></p> <p><b>Importance:</b> useful as part of the evidence base for LDF Core Strategies and will also support <b>CAA Use of Resources assessments</b></p> <p>It also provides a means of identifying what cannot be funded but may be required and will be a good basis for bids and developers contributions as appropriate.</p> <p><b>Risk:</b> without this, there is a chance that the deliverability test of soundness for the LDF Core Strategy may not be met.</p>	<p>5.1</p> <p>5.2</p> <p>5.3</p>	<p>Identify infrastructure requirements and delivery resources in five-year tranches</p> <p>Introduce viability testing capacity and process</p> <p>Undertake sustainability appraisal of infrastructure delivery plan schedule</p>
<p><b>STEP 6: Validation</b></p> <p><b>Importance:</b> this is a means of demonstrating that the partners, governance process and project management processes are in place to support delivery and estimate costs, allowing for amendments if situations change. All sectors to view what will be delivered in the area.</p> <p><b>Risk:</b> without this, opportunities to ensure the integration with service provider programmes are reduced and there may be uncertainty or delay or requests to developers may be turned down on appeal.</p>	<p>6.1</p> <p>6.2</p> <p>6.3</p>	<p>Consult on infrastructure delivery plan schedule</p> <p>Prepare an infrastructure delivery strategy</p> <p>Undertake risk assessment</p>
<p><b>STEP 7: Delivery</b></p> <p><b>Importance:</b> proactive management and regular monitoring on the part of the LSP and/or local authority should be an integral part of the process. Monitoring will allow plans to be changed and new investment to be brought in at the appropriate time.</p> <p><b>Risk:</b> without this, delivery may be piecemeal and uncoordinated; public sector assets may not be maximised; changes and opportunities may not be able to be accommodated.</p>	<p>7.1</p> <p>7.2</p>	<p>Implement infrastructure delivery programme</p> <p>Undertake annual monitoring and review progress on delivery</p>

**Diagram 1:**  
Steps approach to infrastructure planning and delivery



**STEP 1**

## Vision / Policy Context

**1.1**

## Set up a long-term vision for the area

**LEAD:** LSP, Local Authority Corporate Strategy or Local Authority Planning team.

**WHAT:** It should create a clear focus on direction and what needs to be achieved within the locality to meet local needs, foster economic and social improvement whilst enhancing environment. An associated outline programme and some milestones should be established to help guide the delivery of necessary infrastructure and services.

**OUTCOME:** A defined vision for the area, communities, environment and businesses for next 15–25 years based on partnership evidence and community involvement. It provides the basis for SCS, LAA, LDF and all partner strategy documents.

**WHY:** Local Government Act, 2000; Sustainable Communities Act 2007; Local Government and Public Involvement in Health Act 2007; Creating Strong, Safe and Prosperous Communities, 2008, CAA, PPS12.

**Some ways to get started:**

- hold visioning workshops across the locality with stakeholders possibly with the use of external (neutral) facilitators
- review all LAA targets and assess how they will be delivered though SCS – remember these will include targets on health, CO2 reduction etc as well as the housing targets
- identify other consultation events which contribute to this process
- have Planning for Real exercises as part of visioning processes

- have focus groups with hard to reach groups e.g. parents at school gate, older people in luncheon clubs, young people in the town centre
- hold breakfast sessions for businesses with regeneration colleagues
- draw together all the results of consultation processes across the council and its partners for the previous five years if available and put together what the results of these show
- use parish planning processes and outcomes to review local priorities
- have on line polls
- conduct telephone surveys to obtain a wider cross section of views.

**Examples:**

- Swindon [www.swindon.gov.uk](http://www.swindon.gov.uk)
- Ashford [www.ashford.gov.uk](http://www.ashford.gov.uk)
- Plymouth [www.pas.gov.uk/pas/core/page.do?pageld=37925](http://www.pas.gov.uk/pas/core/page.do?pageld=37925)

**Resources:**

- PAS [Local Development Frameworks – delivering the vision](#)
- IDEa [What is community leadership?](#)
- IDEa [Our work with fire and rescue](#)
- Planning Together (2009) case study – [Hambleton and Chelmsford: taking a corporate approach](#)
- Planning Together (2009) case study – [Lancaster: sharing evidence and spatial understanding](#)

## STEP 1 Vision / Policy Context

### 1.2

## Establish a Sustainable Community Strategy delivery strategy

#### LEAD: LSP

**WHAT:** Sustainable Community Strategy delivery strategy

**OUTCOME:** The SCS is the 'Plan of Plans' drawing on and guiding the all strategic planning in its area. It should contain a clear statement of locality needs and priorities together with route map, programme, milestones and indication of respective contributions of different agencies and also identify the LAA targets which need to be delivered through the LDF and other statutory or non-strategic action plans.

**WHY:** Local Government Act, 2000; Sustainable Communities Act, 2007, Local Government and Public Involvement in Health Act 2007; Creating Strong, Safe and Prosperous Communities, 2008; Planning Together 2009.

#### Some ways to get started:

- collect together all evidence available from partners to identify/confirm key issues and challenges
- collect together and review all consultation outcomes from key partners for a period covering the last 3-5 years if available
- review parish and neighbourhood plans
- consider co-ordination of the SCS and LDF Core Strategy preparation
- combine the evidence and the vision to create a Core Strategy
- consider how to turn strategic aims and objectives into delivery priorities and programmes

- relate the SCS delivery to the LAA and LDF Core Strategy
- undertake a Sustainability Appraisal of SCS (as required of a plan, policy or programme) or do jointly with LDF Core Strategy
- understand how SCSs fit together in two-tier areas
- devise a programme which starts to include all the projects and programmes that will be required to deliver the SCS
- as part of this SCS-wide programme, identify the infrastructure requirements that will support its delivery.

#### Examples:

- Ashford SCS three year action plan [www.ashford.gov.uk](http://www.ashford.gov.uk)
- Swindon SCS Action Plan [www.swindonsp.org.uk](http://www.swindonsp.org.uk)
- Horsham [www.westsussex.gov.uk](http://www.westsussex.gov.uk)
- Kensington and Chelsea SCS Delivery approach [www.rbkc.gov.uk](http://www.rbkc.gov.uk)

#### Resources:

- IDeA [Flight of the Flamingos: improving delivery planning in Wolverhampton](#)
- CLG [Spatial Plans in Practice: Infrastructure Delivery](#)
- CLG [Plan Making Manual](#)

## STEP 2 Governance

### 2.1

## Set up a group for infrastructure and asset management

### LEAD: LSP

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**WHAT:** Establish an Infrastructure Group as part of LSP governance arrangements.

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**OUTCOME:** A formally constituted group with direct responsibility for infrastructure co-ordination and its on-going management. It will have clear focus on delivery and maximising use of resources and public sector assets for existing and new development and community needs.

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**WHY:** Effective Practice in Spatial Planning May 2007; CAA. Planning Together 2009.

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### Some ways to get started:

- make a presentation to the LSP main committee to introduce infrastructure delivery planning
- gather together the existing capital programmes of LSP members and put into a single table to demonstrate scale of resource and results from separate capital planning processes
- request session with most relevant colleagues from LSP partner organisations e.g. capital accountants, programme planners, business case officers
- make a presentation on the role of the infrastructure sub-committee to the main body of the LSP
- speak with the LSP coordinator about the current LSP structure including theme groups – do any groups already have this role?

- consider whether it would be better to have a new group or whether there needs to be a group made up from representatives from theme groups in the LSP
  - discuss the role with the LAA coordinator – could an existing delivery group take on this role as well?
  - do you have a s106 group – could its role be expanded?
  - consider establishing an infrastructure providers group at operational level to support this work which could include utilities and private sector providers who are not part of the LSP
  - consider establishing a major landowners group to identify requirements and proposals.
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### Examples:

- Surrey Infrastructure Partnership [www.surrey.gov.uk](http://www.surrey.gov.uk)
  - NW Leicestershire delivery plan [www.nwleics.gov.uk](http://www.nwleics.gov.uk)
  - Cherwell community led approaches to planning [www.cherwell-dec.gov.uk](http://www.cherwell-dec.gov.uk)
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### Resources:

- PAS LSP infrastructure sub-committee draft terms of reference
- PAS Introduction to infrastructure planning and delivery (ppt pack with notes)
- IDeA Partnerships and places library

## STEP 3 Evidence Gathering

### 3.1

## Undertake a resource overview

**LEAD:** LSP or Local Authority Corporate Strategy team

**WHAT:** RESOURCE OVERVIEW. This is the first stage in the creation of the **infrastructure schedule** and should be undertaken with partners to provide more support and resources for the process.

**OUTCOME:** A combined budgetary assessment of the public sector's available resources from existing budget commitments and an overview of other local investment from private, voluntary and community sectors creating an assessment of **annual local capital investment budget**.

**WHY:** Creating Strong, Safe and Prosperous Communities Statutory Guidance July 2007; CAA 2009; Local Spending Reports 2009; Total Budgets 2009; Operational Efficiency Programme assets 2009.

#### Some ways to get started:

- make a presentation to management teams at departmental and organisational levels to support understanding, engagement and leadership in the process
- establish an LSP infrastructure delivery sub-committee
- establish an infrastructure providers group
- speak with capital accountants in finance to identify schemes and ask for contacts in other organisations through CIPFA contacts
- suggest a regional or local presentation to CIPFA on infrastructure planning and delivery processes

- speak with property colleagues in all sectors including partner organisations
- using an infrastructure categories check list, collect together all capital programmes of public bodies, generally to be found in annual budget reports and amend the list as necessary for local circumstances
- list all private and voluntary sector schemes current in build
- begin to estimate the total scale of annual public sector capital programme spend in the area – with partners if possible
- identify the length of life for each capital programme process
- identify how schemes enter a capital programme and the processes for evaluation and agreement
- identify any key central government infrastructure initiatives that bring funding with them e.g. Building Schools for the Future (BSF), hospital and clinics, sports provision
- start to map public sector land and buildings on Geographic Information System (GIS) shared between partners.

#### Examples:

- Kensington and Chelsea Sustainable Community Strategy [www.rbkc.gov.uk](http://www.rbkc.gov.uk)
- Allerdale District Council LSP workshop [www.allerdale.gov.uk](http://www.allerdale.gov.uk)

#### Resources:

- PAS infrastructure planning and delivery: **infrastructure categories**
- Local building control records of work underway and completed in private, voluntary and community sector
- PAS infrastructure planning and delivery: **Infrastructure schedule template**

## STEP 3

### Evidence Gathering

## 3.2

# Identify existing public sector capital programme commitments and private sector developments

**LEAD:** LSP or Local Authority  
Corporate Strategy team

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**WHAT:** Working with partners to identify and list the funded commitments in current capital programmes which have already been approved.

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**OUTCOME:** A schedule of existing investment funding commitments which will also provide some confidence for the private sector and provide the first part of the infrastructure evidence base for the LDF.

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**WHY:** Creating Strong, Safe and Prosperous Communities Statutory Guidance July 2007; PPS 12; CAA 2009

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#### Some ways to get started:

- make a list of all public sector agencies involved in the area
- collect together their **current capital programmes** from contacts and the web
- if there are no obvious contacts seek information from the LSP co-ordinator
- for some utilities the regional planning team or GO may be able to help
- start to combine commitment from each programme in to a single schedule
- where possible link proposals to a Geographic Information System base
- you may need to decide the spatial units to be used e.g. wards, grid reference, neighbourhoods, parishes, Super output areas
- create your schedule as a spread sheet (or an XML) in order to ensure information can be used in multiple ways.

#### Examples:

- Hambleton Core Strategy  
[www.hambleton.gov.uk](http://www.hambleton.gov.uk)
  - Sutton Core Strategy [www.sutton.gov.uk](http://www.sutton.gov.uk)
  - Plymouth Core Strategy evidence reports  
[www.plymouth.gov.uk](http://www.plymouth.gov.uk)
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#### Resources:

- PAS infrastructure planning and delivery:  
[Infrastructure categories](#)
- PAS infrastructure planning and delivery:  
[Infrastructure schedule template](#)

## STEP 3

### Evidence Gathering

## 3.3

# Identify existing public service delivery outlets and potential for joint use

**LEAD:** LSP or Local Authority  
Planning team

**WHAT:** Working with partners identify the **existing public service delivery outlets** and potential for transforming services through co-location. This is core information for the infrastructure schedule.

**OUTCOME:** Improved and more joined up public service delivery and the release of public sector assets through being able to identify current service locations and their current catchment areas, capacity and potential for development/joint use. This is also an opportunity to remodel public sector land assets in locations where multiple public service ownerships are in place.

**WHY:** CSR 2009-2012 Transformation PSA (31), NI175.

#### Some ways to get started:

- put all land and buildings in public sector ownership onto GIS layers
- investigate whether this information is already available and formatted from partners e.g. in property services
- review the capacity of each facility – is there capacity for any demographic changes or population growth?
- assess the catchment area of each facility – does it go over the local authority boundary?
- speak to the performance lead and/or transport colleague about the collection data for NI 175 – is there an IT programme which will support this?

- include facilities such as swimming pools that might be within schools, FE colleges, universities, the private sector as these could help to meet deficits with dual use policies.

#### Examples:

- Surrey [www.surrey.gov.uk](http://www.surrey.gov.uk)
- Thurrock see infrastructure studies on [www.thurrock.gov.uk](http://www.thurrock.gov.uk)
- Reading Town Centre Infrastructure Study [www.reading.gov.uk](http://www.reading.gov.uk)

#### Resources:

- CLG: **Local priorities website (local area agreements national indicators list)**
- PAS LDF Infrastructure planning seminars **Resource Book – Thurrock slides**
- Planning Together (2009) case study - **South Bedfordshire, Swindon, Surrey and Tower Hamlets: joint infrastructure planning**

## STEP 3

### Evidence Gathering

## 3.4

# Use public sector assets as resources for local area regeneration and redevelopment

**LEAD:** LSP or Local Authority Planning team

**WHAT:** Working with partners to identify all PUBLIC SECTOR ASSETS as part of the resource base to regenerate local areas and release land and buildings for redevelopment.

**OUTCOME:** Increase in efficient use of assets and release more land and buildings to meet local needs; generate more resources for infrastructure delivery.

**WHY:** CAA Use of Resources and PPS12.

### Some ways to get started: with LSP partners

- put all land and buildings in public sector ownership on GIS
- include land and buildings owned by government departments and agencies
- use **infrastructure categories list** as a checklist to identify likely public sector bodies
- identify any changes in service delivery to rationalise service provision and outlets e.g. libraries as post offices; potential co-location between Police and Fire and Rescue
- identify the potential to expand one stop shop facilities and services and consider using **NI 14** as a means to examine this further
- record and review all public land and building ownership in particular locations e.g. market towns, depot locations
- identify locations that might have the greatest potential for remodelling and consider master-planning

- consider any service relocations that might improve access – see **NI 175** relating to delivery locally
- consider any investment which might contribute to reductions in climate change through improved access or changed behaviour **NI 185 and NI 186**.

### Examples

- LB Croydon and Tunbridge Wells have Asset Backed Vehicles where public sector land and buildings are being redeveloped and land released for the provision of other uses e.g. housing, employment, community
- Wychavon – one stop shop and public service provision [www.wychavon.gov.uk](http://www.wychavon.gov.uk)
- Suffolk Public Service Hubs e.g. Bury S Edmunds
- Worcestershire Public Service hubs [www.worcestershirecc.gov.uk](http://www.worcestershirecc.gov.uk)
- Ashford and Kent Public Service Hubs [www.ashford.gov.uk](http://www.ashford.gov.uk) [www.kent.gov.uk](http://www.kent.gov.uk)
- LB Tower Hamlets generic health facilities [www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk)
- Essex CC post offices and bank in other outlets [www.essex.gov.uk](http://www.essex.gov.uk)

### Resources:

- HM Treasury: **Service Transformation Public Service Agreement**
- IDeA: **NI 14 Guidance**

## STEP 4

### Standards & Deficits

## 4.1

## Identify infrastructure delivery standards

**LEAD:** Local Authority Planning and Public Sector Partners.

**WHAT:** Identification and adoption of **Infrastructure Delivery Standards** to enable identification of gaps in infrastructure provision for current and future communities.

**OUTCOME:** A list of the public service standards applied in the area e.g. access to libraries, open space standards, design life of highway infrastructure, community facilities, etc which together underpin public services and investment.

**WHY:** PPS12 , CAA

### Some ways to get started:

- collect together existing standards used within the local authority
- identify service areas where there may be no current standards but where may be required e.g. specific sports facilities such as swimming pools
- identify underlying evidence base for standards e.g. population triggers, distance; national standards, independent studies; parish plans
- identify when standards were last reviewed to assess applicability
- do standards relate to recently published evidence e.g. the PCT Joint Strategic Needs Assessment?
- do standards take into account equality and diversity issues? Do they need to be amended to take this into account?
- if based on population projections, is this data shared by all partners?

- do standards take into account expected changes in service delivery models e.g. NI 14?
- could all the standards be agreed or adopted by the council using 2000 Local Government Act s2 on duty to promote economic, social and environmental well-being?
- ensure that all standards are reviewed annually as part of Annual Monitoring Report (AMR)
- publish standards on web site
- use different standards in the same area if geography dictates – e.g. urban, rural, coastal
- include behaviour change standards as part of dealing with climate change
- include sustainable building codes be included as part of dealing with climate change.

### Examples:

- Suffolk [www.idea.gov.uk/idk/core/page.do?pagelid=8919820](http://www.idea.gov.uk/idk/core/page.do?pagelid=8919820)
- Shropshire [www.idea.gov.uk/idk/core/page.do?pagelid=7929498](http://www.idea.gov.uk/idk/core/page.do?pagelid=7929498)

### Resources:

- Planning Policy Guidance 17: **Planning for Open space, Sport and Recreation**
- Building control standards
- IDeA capacity building programme: **Contract Example – Agreement Between Consortium Members for the Delivery of a Project**

## STEP 4

### Standards & Deficits

## 4.2

# Use infrastructure standards to identify existing local deficits

**LEAD:** Local Authority Planning team and Public Sector Partners.

**WHAT:** Application of infrastructure delivery standards to existing infrastructure to identify gaps in provision for existing communities.

**OUTCOME:** infrastructure deficit list for the existing area based on current population, and forecast changes in the profile of this population by factors such as age, fertility.

**WHY:** PPS12 , CAA.

### Some ways to get started:

- use infrastructure standards identified to highlight where current service deficits exist. These might be facilities such as health, open space, play areas, and community facilities
  - identify if there are any possibilities to provide these facilities within existing service delivery outlets through expansion or co-location
  - consider any new needs of the existing population, for example are people getting older or is there likely to be a higher birth rate within five years without any other population changes? Are household sizes likely to increase? If any of these are likely then what are the implications on the current provision of services?
  - have any service changes or demands been identified in the Joint Strategic Needs Assessment?
- are there any specific service requirements for the current population arising from LAA targets? Is there a need for more children's centres, extended schools, health provision, sports and leisure facilities? If so, have the locations already been identified? Can the LAA coordinator or delivery lead provide any information?
  - are there any equality or diversity issues which need to be met in the current population?

### Examples:

- Thurrock [www.thurrock.gov.uk](http://www.thurrock.gov.uk)
- Buckinghamshire Infrastructure studies including that with Aylesbury Vale [www.buckscc.gov.uk](http://www.buckscc.gov.uk)
- Ashford see partnership delivery approach in Tenterden [www.ashford.gov.uk](http://www.ashford.gov.uk)

### Resources:

- Planning Together (2009) case study – [South Bedfordshire, Swindon, Surrey and Tower Hamlets: joint infrastructure planning](#)
- [IDeA Places and partnerships library](#)
- [PAS infrastructure planning and delivery: Local Area Agreements](#)

## STEP 4

### Standards & Deficits

## 4.3

# Use infrastructure standards to identify future local deficits

**LEAD:** LSP or Local Authority Planning team and Public Sector Partners.

**WHAT:** Working with partners use the infrastructure standards in areas where major development is likely to take place, taking into account the existing facilities and the cumulative impact of intensification and forecast changes to the existing population.

**OUTCOME:** An integrated infrastructure deficit list which identifies the infrastructure required for future population growth. This list may also be useful in negotiating developer contributions and CIL when available.

**WHY:** PPS12, CAA.

#### Some ways to get started:

- examine rates of windfall development over the last five years
- review areas where there might be existing deficits or where services are nearing capacity
- identify areas where windfall development is likely to be permitted and which will increase dwelling numbers
- identify areas where current household sizes might increase
- identify areas where fertility rates may lead to increased births
- identify areas where in-migration might occur
- identify where increases in population together with demographic changes in current population will put pressure on current services and facilities

- use service standards and existing facilities assessment of capacity etc to identify what new services are likely to be required
- identify any dependencies on new service provision
- identify where existing schemes such as BSF might allow provision for future capacity
- review application of the local use of Circ 5/05 to provide developer contributions
- identify where there might be gaps in provision before public sector funding arrives – e.g. school places, refuse collection, street cleansing and identify costs of meeting this provision during the funding gap
- identify where it would be possible to charge developers for revenue contributions to meet short term funding gaps from occupation to next triggered funding review – could be up to two years or more if funding in three year cycles
- review parish and neighbourhood plans for evidence of deficits.

#### Examples:

- Chelmsford s106 DPD  
[www.chelmsford.gov.uk](http://www.chelmsford.gov.uk)
- Thurrock infrastructure study  
[www.thurrock.gov.uk](http://www.thurrock.gov.uk)

#### Resources:

- Planning Together (2009) case study – [South Bedfordshire, Swindon, Surrey and Tower Hamlets: joint infrastructure planning](#)

## STEP 4

### Standards & Deficits

## 4.4

# Use infrastructure standards to identify requirements for strategic sites

**LEAD:** Local Authority Planning team and Public Sector Partners.

**WHAT:** Use the standards to identify infrastructure requirements for new strategic sites within the existing service delivery context including any that can be provided by existing infrastructure. This may need to include services available within neighbouring authorities.

**OUTCOME:** The development of a more integrated approach to strategic sites and their relationship with existing settlements; the potential to create new communities on the service standard base of existing communities and to provide better facilities for nearby existing communities.

**WHY:** LAA, CAA, PPS 12.

### Some ways to get started:

- as part of the assessment of strategic sites also consider neighbouring settlements and current infrastructure capacity
- identify which services are likely to be required earlier in the development and how these might be scaled over time e.g. health provision in a retail unit, scaled up to three units then new centre or use of existing resources
- identify what changes in service delivery across the whole authority might be required by new development in terms of use of resources
- identify what can be funded through public sector population threshold funding i.e. school places, health and local public services

- identify where there might be gaps in provision before public sector funding arrives – for school places, refuse collection, street cleansing and identify costs of meeting this provision during the funding gap
- identify whether it would be possible to charge developers for revenue contributions to meet short term funding gaps from occupation to next triggered funding review; this could be up to two years or more if funding in three year cycles.

### Examples:

- Ashford [www.ashford.gov.uk](http://www.ashford.gov.uk)
- Growth Areas e.g. South Kesteven [www.southkesteven.gov.uk](http://www.southkesteven.gov.uk)
- Cambridgeshire Horizons Joint Strategic Growth Implementation Committee [www.cambridgeshirehorizons.co.uk](http://www.cambridgeshirehorizons.co.uk)
- North Northamptonshire programme of Development [www.nndev.co.uk](http://www.nndev.co.uk)

### Resources:

- ATLAS: [Social infrastructure](#)

## STEP 5

### IDP – Infrastructure Delivery Plan

## 5.1

# Identify infrastructure requirements and delivery resources in five year tranches

**LEAD:** LSP or Local Authority Planning team.

**WHAT:** Identify infrastructure requirements and delivery resources in five year tranches using all funding available through the identification of infrastructure requirements and available funding from all sources. Could inform the SCS and LDF.

**OUTCOME:** Effective use of public sector resources in a combined way to achieve better local outcomes; identification of investment opportunities for the private sector and estimated costs; targeted s106 and CIL contributions which might contribute to a wider investment programme; identification of community and voluntary sector schemes and access to resources.

**WHY:** Creating Strong, Safe and Prosperous Communities Statutory Guidance July 2007, Regional Funding Advice bids.

### Some ways to get started:

- based on earlier steps identify what is estimated to be required for existing, intensified and new population and communities
- identify which services will have infrastructure funding through existing trigger schemes i.e. schools, health, local authority services
- identify where services might need to be reconfigured to meet changing population and community needs
- identify which other infrastructure requirements will be provided by the public sector through planned investment and/or service changes

- identify which infrastructure investment can be funded through other public means e.g. asset remodelling and release; co-location
- create a public list of requirements which private and voluntary and community sectors have planned investment to meet and estimated costs
- put all funded schemes in an **infrastructure evidence schedule**
- put all other requirements and estimated costs where possible in an **infrastructure requirements schedule** as unfunded and publish with the SCS
- review both schedules annually and move schemes in and between as appropriate
- use the unfunded schedule as a basis for bids, developers contributions negotiations, business start up funding and other Regeneration activities.

### Examples:

- Hambleton Core Strategy  
[www.hambleton.gov.uk](http://www.hambleton.gov.uk)
- LB Sutton Core Strategy  
[www.sutton.gov.uk](http://www.sutton.gov.uk)

### Resources:

- PAS infrastructure planning and delivery: **Infrastructure schedule template**
- Planning Together (2009) case study – **South Bedfordshire, Swindon, Surrey and Tower Hamlets: joint infrastructure planning**

## STEP 5

### IDP – Infrastructure Delivery Plan

## 5.2

## Introduce viability testing capacity and process

**LEAD:** Local Authority Planning team and Public Sector Partners.

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**WHAT:** Introduce viability testing capacity and process.

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**OUTCOME:** An efficient and effective approach applied to yet to be funded infrastructure. This can then be related to specific requirements in individual development negotiations.

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**WHY:** PPS 12; CAA, RFA funding bids.

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### Some ways to get started:

- identify viability capability internally e.g. in property and/or finance to support you or undertake this work
- provide training sessions for all planning staff on the principles and application of viability testing for development so that there is some understanding when it will need to be applied
- identify some potential external resource to provide support on viability testing – could commission this with other local authorities or from other partner organisations
- keep under review PINS approach to viability testing through new expert panel
- keep under review the economic conditions duty which is likely to be implemented in 2009 in case this has any relation to viability testing
- seek an open book approach to planning applications

- identify different approaches to funding infrastructure through developer' contributions e.g. cash, built facilities, community chests, and revenue contributions for gap funding
  - ensure that viability approaches are contained within any development contributions DPD.
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### examples:

- Chelmsford's approach to Development Contributions DPD  
[www.chelmsford.gov.uk](http://www.chelmsford.gov.uk)
- 

### resources:

- PAS Infrastructure planning and delivery: [Participant's resource book](#)

## STEP 5

### IDP – Infrastructure Delivery Plan

## 5.3

# Undertake Sustainability Appraisal of infrastructure delivery plan schedule

**LEAD:** LSP or Local Authority Planning team.

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**WHAT:** Undertake a Sustainability Appraisal (SA) of the infrastructure delivery schedule either as a separate process or as part of a SCS/ LDF Core Strategy SA. Ensure that the SA makes a full consideration of necessary factors including the reduction in CO2.

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**OUTCOME:** Proposals are robust and are not open to challenge.

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**WHY:** EU requirements for plans, projects and programmes; Creating Strong Safe and Prosperous Communities 2008; Planning Together 2009.

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### Some ways to get started:

- identify how an SA can be undertaken early on in the process and by whom
- identify and meet the local authority's risk officer
- provide training on SA for LSP members
- agree with infrastructure delivery partners on how SA is to be undertaken
- work with officers preparing the LDF SA
- use common criteria and evidence base
- undertake SA with LSP.

### Examples:

- Cheltenham [www.cheltenham.gov.uk](http://www.cheltenham.gov.uk)
  - MB Barnsley [www.barnsley.gov.uk](http://www.barnsley.gov.uk)
- 

### Resources:

- PAS [sustainability appraisal module](#)
- CLG [Plan Making Manual](#) will publish a section on sustainability appraisal shortly

**LEAD:** LSP or Local Authority Planning team.

**WHAT:** Consult regularly on the standards and processes of infrastructure planning and delivery. There is a need to combine this as part of duty to involve and put the material into a combined consultation repository; it may be possible to use consultation undertaken for other processes as part of this exercise.

**OUTCOME:** A robust process which includes stakeholders, infrastructure delivery partners including those inside the local authority; service providers in counties and in two-tier areas; communities and individuals. It endorses the Infrastructure Delivery Schedule as an up to date evidence base with community/stakeholder backing.

**WHY:** PPS12; Creating Strong, Safe and Communities 2008

**Some ways to get started:**

- meet the consultation lead for the local authority and/or LSP to discuss how best to fit in with local consultation programmes as **consultation now needs to be planned across the authority and LSP**
- hold consultation events and activities with others if this makes sense to users and stakeholders
- identify previous consultation outputs on relevant issues to see if it can be used
- identify parish and neighbourhood plans which may have been prepared through widely consultative means

- identify the best and most appropriate ways to consult with each sector and community of interest
- use a wide range of methods as appropriate e.g. telephone surveys; focus groups; surveys at access points; on line polls; public workshops externally facilitated; planning for real;
- see advice from Planning Aid
- provide feedback from consultation on websites.

**Examples:**

- LB Enfield LSP Observatory [www.enfield.gov.uk](http://www.enfield.gov.uk)
- MB Wirral LSP shared evidence base [www.wirral.gov.uk](http://www.wirral.gov.uk)
- Derbyshire Dales and High Peak LSP Sustainable Community Strategy Review Shared Evidence base [www.derbyshiredales.gov.uk](http://www.derbyshiredales.gov.uk)
- Lancaster Joint LDF Core Strategy and LSP evidence base [www.lancaster.gov.uk](http://www.lancaster.gov.uk)

**Resources:**

- Planning Together (2009) case study – **Plymouth, Sevenoaks and Staffordshire Moorlands: coordinate consultation and engagement**
- **IDeA support on community engagement**

**LEAD:** LSP or Local Authority Planning Team.

**WHAT:** Prepare an infrastructure delivery strategy which identifies how partners can become involved in infrastructure planning and delivery as well as with the development management process. Could inform the S CS and/or LDF.

**OUTCOME:** A description of the infrastructure planning and delivery process, risk assessment, and how the schedule is being delivered and kept up to date. Monitoring arrangements should also be in place, this is in addition to the evidence schedule of infrastructure requirements.

**WHY:** PPS12, Local Government Act, 2000; Sustainable Communities Act, 2007.

**Some ways to get started:**

- this strategy needs to set out all the component elements that are in place to ensure delivery and needs to be included within the core strategy
- put together all the infrastructure planning and delivery processes in a specific section within the core strategy including for example the Infrastructure delivery sub-group, approach to strategic sites, regular reviews of standards, AMR, risk assessment, development management and contributions DPD(s), appointment of a delivery officer, project management approach, and link to Asset Management Plan
- demonstrate how these delivery processes are managed and maintained

- appoint a delivery manager possibly funded through top slice of capital schemes
- consider having a major landowner's forum
- show how development management will be supporting delivery
- show how major application processes are linked with infrastructure planning and delivery requirements
- governance/approval – need to be signed off by the council to demonstrate that priorities and decisions have been made in an appropriate manner
- ensure that all stakeholders and major landowners have been involved earlier in the process and following consultation, consider formal approval of the infrastructure delivery schedule
- ensure processes set up for infrastructure planning and delivery are robust and continuing

**Examples:**

- West Northamptonshire Infrastructure Delivery Strategy [www.wndc.co.uk](http://www.wndc.co.uk)
- Milton Keynes Partnership [www.miltonkeynespartnership.info/](http://www.miltonkeynespartnership.info/)
- LB Sutton Core Strategy [www.sutton.gov.uk](http://www.sutton.gov.uk)

**Resources:**

- Planning Together (2009) case study – **Waltham Forest: shared performance monitoring system**
- CLG **Spatial Plans in Practice: Infrastructure Delivery**

**LEAD:** LSP or Local Authority Corporate Strategy or Local Authority Planning Team.

**WHAT:** Undertake a risk assessment to ensure that the process of infrastructure planning and delivery is robust.

**OUTCOME:** Need to consider what the consequences will be of funding not being available; of scheme not going forward; of unexpected land and development opportunities coming forward which could help to deliver objectives.

**WHY:** PPS 12, Local Government Act, 2000; Sustainable Communities Act, 2007.

**Some ways to get started:**

- seek out the local authority's designated risk manager and discuss potential methods for assessing risk management
- undertake some training sessions on risk management
- discuss risk management issues and potential actions with local authority's internal auditors
- consider contingency plans for development not coming forward
- identify mitigation measures and a plan b for key components of infrastructure planning and delivery approach
- set up second schedule of infrastructure required but not yet funded as part of the infrastructure evidence base and keep it within the SCS to demonstrate its status and role in delivering the common vision
- test some scenarios for change with the risk manager and others through workshops

- discuss potential loss or availability of sites through emergency planning outcomes in discussion with the emergency planning officer e.g. floods, fire
- ensure that all stakeholders and major landowners have been involved earlier in the process and following consultation, consider formal approval of the infrastructure delivery schedule
- ensure processes set up for infrastructure planning and delivery are robust and continuing.

**Examples:**

- see individual reports on sound core strategies e.g. Plymouth [www.plymouth.gov.uk](http://www.plymouth.gov.uk), Hambleton [www.hambleton.gov.uk](http://www.hambleton.gov.uk), Southend [www.southend.gov.uk](http://www.southend.gov.uk)

**Resources:**

- CIPFA [Learning resources on Risk Assessment](#)
- Office of Government Commerce [Risk Assessment and management tools](#)
- CLG [Plan Making Manual: Risk Management](#)

## STEP 7 Delivery

### 7.1

## Implement the infrastructure delivery programme

**LEAD:** LSP or Local Authority Corporate Strategy or Local Authority Planning team.

**WHAT:** Implement the delivery programme through a variety of means including programme and project planning and also maintain infrastructure planning processes at the same time.

**OUTCOME:** Report back on delivery progress to the SCS/LDF/partners/community and enable adjustments if necessary.

**WHY:** PPS12; Creating Strong Safe and Prosperous Communities.

#### Some ways to get started:

- publish a live infrastructure delivery programme
- use web cams for major schemes
- publish press releases for each scheme commenced and completed on infrastructure delivery schedule
- put notices on all schemes to demonstrate that part of the local infrastructure delivery programme
- have an official opening e.g. mayor of all schemes on infrastructure delivery programmes
- put specific area on web site
- identify developer contributions when the development is complete
- ensure that all infrastructure investment is identified including capitalised road repairs as these will be important in areas without other major investment
- identify where higher building or landscaping standard have been used to meet CO2 reduction targets.

#### Examples:

- Thurrock [www.thurrock.gov.uk](http://www.thurrock.gov.uk)

#### Resources:

- Institution of Civil Engineers – [project and programme management support](#)
- CABE
- HCA
- ATLAS

**LEAD:** LSP or Local Authority Corporate Strategy or Local Authority Planning team.

**WHAT:** Annual monitoring, review regular progress reports on delivery and new projects coming forward.

**OUTCOME:** Report back on **delivery progress** to the community and enable adjustments if necessary each year as new projects are added; some projects may need to go into the SCS infrastructure requirements schedule if funding is delayed. Report on improvements in public services, improvements in access, on developer contributions; identify how much investment has gone into area each year as part of duty to report economic conditions see [www.idea.gov.uk](http://www.idea.gov.uk) for updates.

**WHY:** PPS12 Creating Strong Safe and Prosperous Communities, CAA, Planning Together 2009.

**Some ways to get started:**

- prepare and publish an annual report on infrastructure projects completed during the year, and highlight projects underway and new projects secured
- demonstrate the net value of project in terms of finance, CO2 reduction and other ways as appropriate
- identify how community consultation issues have been met through delivery of infrastructure where appropriate.

**Resources:**

- Planning Together (2009) case study – **Waltham Forest: shared performance monitoring system**
- Planning Together (2009) case study – **Plymouth, Sevenoaks and Staffordshire Moorlands: coordinate consultation and engagement**
- **CLG LDF Monitoring: A Good Practice Guide**



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