



A NEW PROSPECTUS

RESPONDING TO CHANGE:
REALISING EVERY PLACE'S POTENTIAL





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VISION, MISSION AND PHILOSOPHY

INTRODUCTION

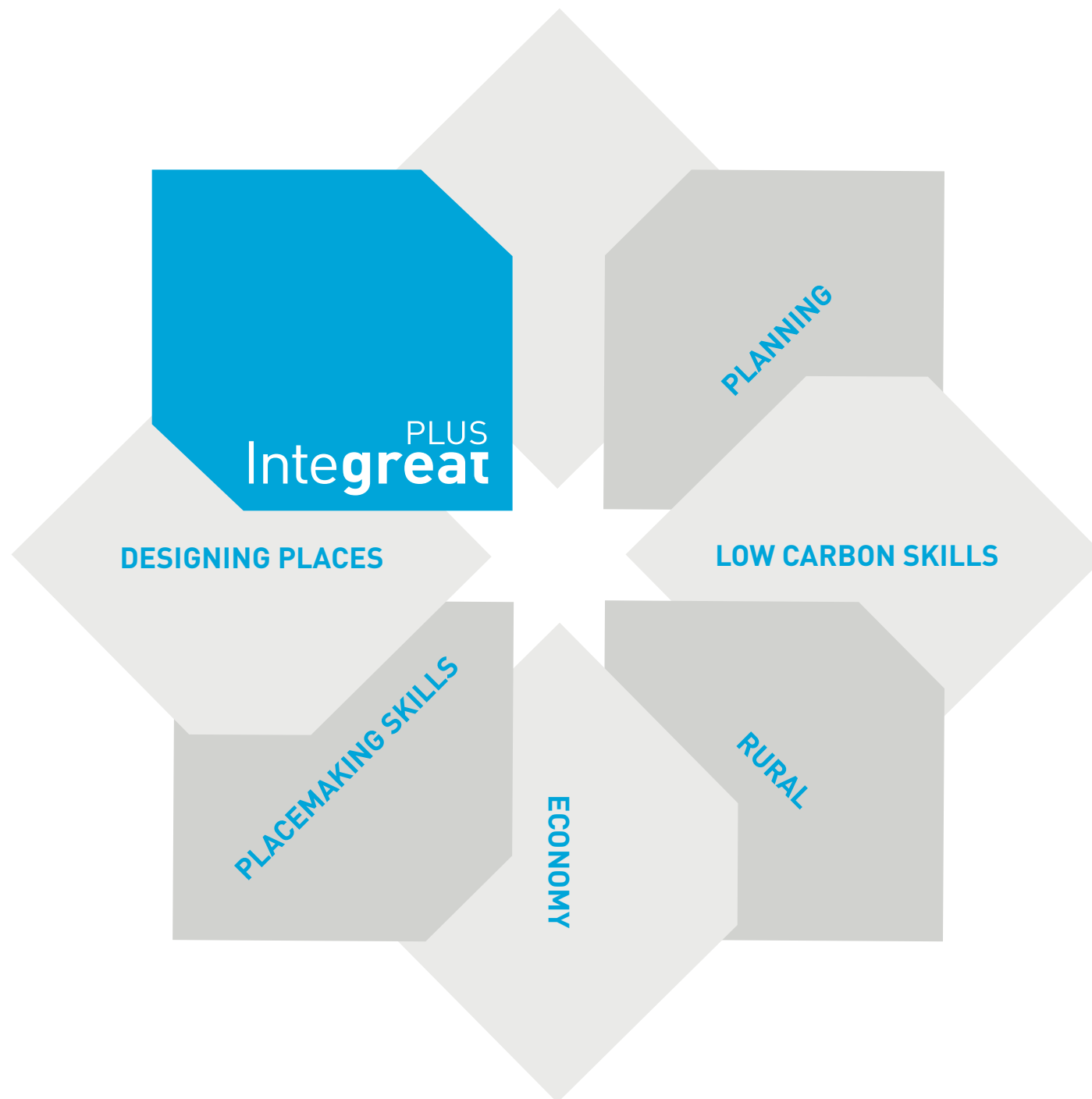
Integreat Plus is a social enterprise, working closely with LEPs, individual local authorities and communities on the place-based agenda, helping to shape and deliver strategic ambitions for places, people, and economies. In the short term, we will focus our activity on supporting LEPs, local authorities and communities in dealing with the contraction of public sector activity and re-balancing local economies through stimulating private sector growth.

VISION

Our vision is to support the public, private and third sectors in directly delivering their strategic ambitions for places, and the investment needed to make great places, communities, and economies.

MISSION

We are an accessible, experienced, and professional team with capacity and expertise in spatial design and skills for economic development. We are a social enterprise supporting all of Yorkshire's communities, local authorities and LEPs.



PHILOSOPHY

Our approach is both strategic and operational, working with LEPs and at the pan-LEP level to identify areas for intervention and reacting flexibly to partners' placemaking needs. We will generate maximum value through hands-on delivery, as well as offering a strategic enabling role.

Integreat Plus' core team possesses expertise and experience across several areas. Our focus will be on assisting LEPs/LAs with specific programmes and projects, offering expertise and capacity as appropriate. Our expertise will enable partners to plan and deliver placebased projects and programmes more effectively, with a focus on extracting the maximum economic value from investment.

Key skills within the team include:

- Urban design and architectural design based economic development for urban and rural areas – including masterplanning, carbon neutral development, and planning considerations;
- Skills development and training for specific projects and longer-term capability requirements;
- Economic forecasting, research, appraisal and analysis, including development appraisal and economic impact appraisal;
- Evaluation and impact assessment.

These are skills which we know are under threat within local authorities, with economic development, regeneration and place-making functions contracting as a result of spending cuts.


This reduction in capacity will have a detrimental impact not only in the short term, in terms of delivery, but also in the planning and implementation of longer term interventions.

Our responsive services can be called on to support and supplement existing LEP capacity and staff, or to provide specific expertise where needed. Interim support over an extended period will also be available. We will work closely with other key partners, including the Homes and Communities Agency, with whom we already collaborate in the delivery and governance of key products as set out below. An advisory board consisting of LEP representatives, as well as national partners such as the HCA etc, will be formed.

Yorkshire Forward had built-up, over the last 10 years, a range of urban and rural renaissance and place-making skills, experience and expertise that the region has gained significant benefit from in a cost effective and productive way. These benefits have been available to all partners – local authority, other public sector bodies (e.g. Universities), and private sector developers/investors partners. The abolition of Yorkshire Forward has resulted in a loss of experience, skills and expertise, with many partners unable to wholly plug the gap.

Yet, despite the inevitable reductions in funding and capacity to support activity in these areas, activity will go on, albeit on a reduced scale. We face, in the short term, a significant shortfall in the capacity of authorities/LEPs to service these issues – which will severely impact on the delivery, and probably quality, of regeneration projects in the region.





“The British Property Federation has today warned that local authorities lack planning and regeneration skills that will be needed in the wake of regional planning targets and regional development agencies. The BPF said that few councils have the “full range” of skills in-house to take on responsibility for regeneration and planning in their areas.”

Report on
publicpropertyuk.com
15/09/2010



THE PROPOSITION

Integreat Plus will work with LEPs, LAs, and partners in the private and third sectors to help deliver their strategic ambitions for places, and the investment needed to make great places, communities, and economies. Across the core and complementary areas of focus – Places, Communities, and Economies, we will address the following objectives:

- Developing and supporting the place based skills and capacity within key sectors (including public, private and social/community bodies) to engage in the development of great places, great communities, and great economies.
- Providing a learning and knowledge transfer resource for all those involved in place making & placebased economic development.
- Combining physical masterplanning with the spatial needs of business sectors and the economic growth aspirations of local authorities or LEPs. Deploying our economic intelligence and managing our professional skills, we will support the delivery of strategic economic masterplan proposals.
- Supporting our partners in overseeing strategic land-use and business supply and demand assessments, negotiating with developers and investors on land sales and acquisitions, in order to deliver economic outcomes for partners.

MODE OF OPERATION

Integreat Plus will operate and deliver support through :

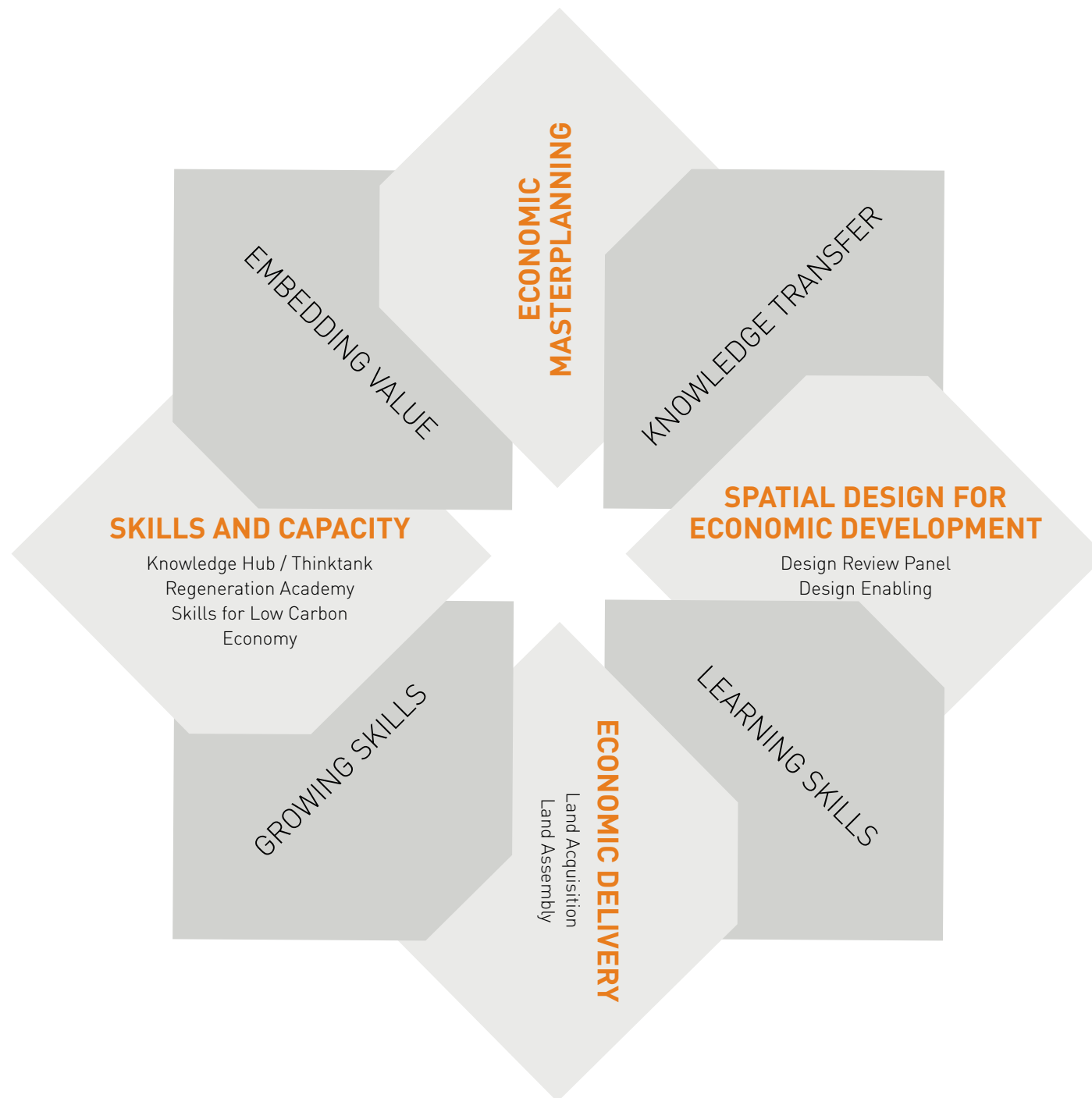
- A responsive and reactive element for specific projects and issues – providing support to individual authorities/LEPs to either delivery activity or to upskill officers to assure delivery;
- A proactive and pre-emptive model – including formative shaping of projects through the design review process, design support service good practice research and dissemination, and longer term capacity building around key but non-immediate needs.

FOCUS AND CUSTOMERS

We have three core customers, LAs, LEPs and communities. We are also keen to work with and support the needs of private sector interests, such as developers, arms length bodies such as RSLs/HAs, and the third sector.

In light of changing delivery, and the emergence of the localism agenda, our workstreams will increasingly focus on supporting communities and individuals to participate in the planning and delivery of regeneration activity, as well as supporting local authorities to work more effectively with such groups.

Our expertise covers both urban and rural places, drawing on significant involvement in the urban and rural renaissance programmes over the last ten years and beyond. We will work across all LEPs and local authority areas, from the smallest and most remote, to the largest, urbanised areas.



KEY PRODUCTS

Our key products have been tried and tested and command considerable support and recommendation from our partners. We have recognised the changed governance, and the changed landscape of funding and delivery, through carefully considered changes to our existing offer – forming what we think is a highly valuable menu of products for our partners to draw on.

SPATIAL DESIGN FOR ECONOMIC DEVELOPMENT

This service is about the re-framing of design as an economic development tool, using spatial design to serve economic, social and environmental development. Our work with physical spaces, at a range of scales, are intended to deliver spatial solutions to economic problems, and facilitate the growth and diversification of local economies.

We are particularly focused on delivering economic growth through improved and enhanced design. This service can be facilitated through the use of place based regeneration and good design to:

- develop high quality, carbon neutral buildings that are attractive to businesses and act as indicator of an attractive business location, underpinned by safe and secure public spaces, increasing investor confidence, and supporting projects which acts as a catalyst for market confidence and will shift the perception and image of places amongst investors;
- develop and diversify city and local economies – through the development of ‘quarters’ and zones for business etc;
- improve accessibility and movement across places, thus contributing to more effective economic growth;
- contribute to the growth of the visitor economy by helping to creating a quality destination, urban or rural.
- The objective of investment in places is to ‘raise the game’ in terms of occupier demand, jobs created, and quality of employment, together with associated GVA uplift per net additional job. We will support this process through design enabling and design review.

DESIGN ENABLING

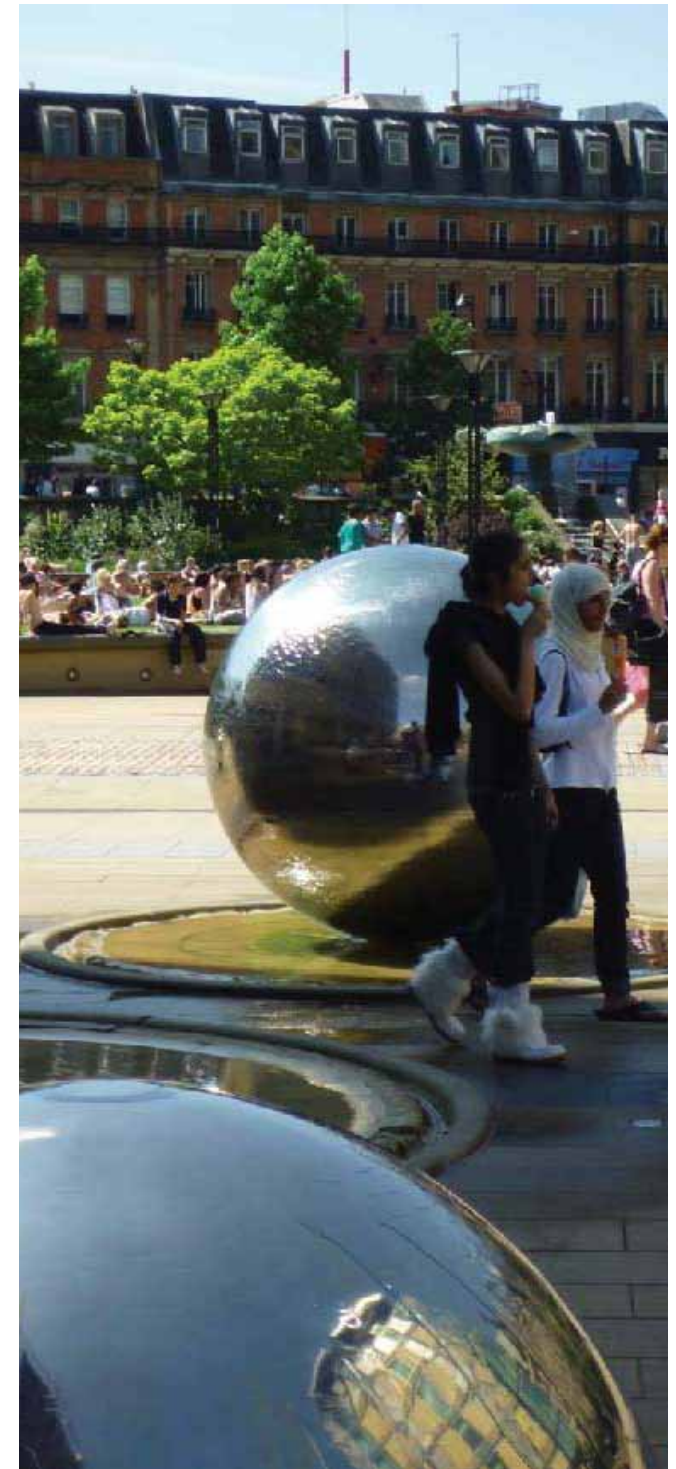
Design enabling builds on this process by supporting local authorities, developers, and communities with the design and development process. The menu of activity, which can be drawn on either in part or as a whole, includes engagement services, project inception and scoping, management and procurement. In effect, we can support the delivery of a project or programme through the whole life-cycle from gestation to completion.

DESIGN REVIEW

Design Review works with projects through using principles of good design, provides constructive feedback on the existing design quality and offers views on how a proposed project may be improved on. The Design Review Panel’s advice is summarised as a written report which can be used by scheme representatives as a tool to aid design development, and local authorities to evaluate changes. The Panel provides advice on a wide range of issues including new buildings, masterplans, green spaces, urban frameworks and other planning and spatial strategies. It is made up of experienced built environment professionals who have significant expertise in their field. The Panel is supported by key expertise in planning and low carbon development. We also offer a Desktop Review Service.

Our services include:

- Engagement services
- Project Inception & Scoping
- Precedent Study & Best Practice Management
- Project Management, Funding & Procurement
- Project Briefing Consultant Selection
- Design Enabling
- Value Management
- Design Arbitration



THE REGENERATION ACADEMY

Extensive research has demonstrated that the appropriate skills are fundamental to effective programme and project delivery. The localism agenda makes this need more pressing than ever – with communities now expected to play a substantive part in the planning and implementation of regeneration activity.

Not only does this require local authorities to quickly come to terms with a new way of working, it also necessitates that communities themselves understand how to work within this new system – at both the small-scale and strategic levels.

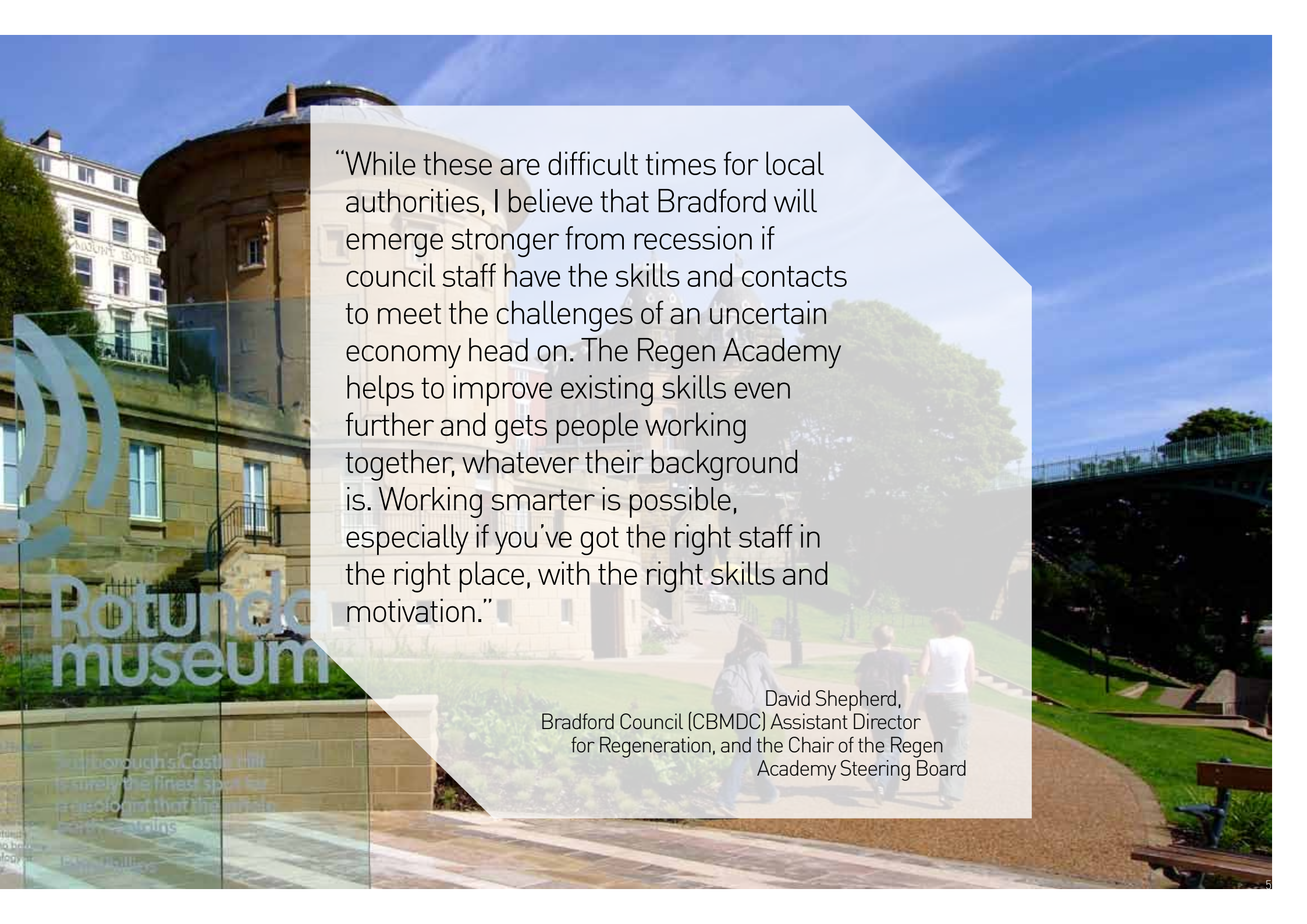
We anticipate using the Regen Academy model to address the following key areas:

- Tailored training solutions addressing project-critical skills gaps, and assisting in the design and management of regeneration projects/schemes – delivered through our core team, or through our retained panel of providers;
- Longer term capacity building, looking ahead to identify emergent skills and capacity issues and shaping organizations/communities to the changing economic landscape;
- Equip Local Authority's Council Members with training packages to support their place making and place shaping roles and enable full participation in whole localism.

The Regen Academy approach is tailored to the needs of each individual organisation/group. For local authorities, technical training appears to be prioritised over generic skills training during a recession. Whilst organisations broadly see the value of generic skills, technical skills are perceived as more closely linked to improved outcomes and, therefore, to provide better 'value for money'.

For communities, generic skills such as visioning and negotiation are likely to be a priority, assuming that many of the technical elements will still be serviced by local authority staff. The Regeneration Academy approach represents a cost-effective way to increase capacity and skills while managing major change programmes. Our work in Bradford has demonstrated the power of the Academy to break down silos and to bring about more effective team working within economic development, and as a result, more effective activity on the ground.





“While these are difficult times for local authorities, I believe that Bradford will emerge stronger from recession if council staff have the skills and contacts to meet the challenges of an uncertain economy head on. The Regen Academy helps to improve existing skills even further and gets people working together, whatever their background is. Working smarter is possible, especially if you’ve got the right staff in the right place, with the right skills and motivation.”

David Shepherd,
Bradford Council (CBMDC) Assistant Director
for Regeneration, and the Chair of the Regen
Academy Steering Board



“Over the last 10 years Yorkshire Forward and Integreat have conceived, developed and applied some of the most innovative thinking about regeneration and community engagement in England. They created a rich legacy of raised aspirations and of new collaborative working. Integreat also took the lead to establish YDRS and the establishment of the Learning Hub that will ensure that the aspirations are sustained and the collaborative networks and capacity of skills grows across the region.”

Irena Bauman,
Chair of Yorkshire Design Review Panel



PLANNING

Drawing on our experience of co-ordinating planning activity at the regional level, we will support LEPs and local authorities in cross-boundary working where and when appropriate – from individual projects, to larger programmes of activity.

We offer planning support to communities and community groups to engage with the planning process as part of the developing localism agenda. Supporting and upskilling communities to engage with the new delivery and planning context will be critical in creating the sense of local ownership and control. This will include support and capacity development for Local Plans, Housing and Community Land Trusts, asset transfers and management etc.

LEARNING FROM PLACE - KNOWLEDGE HUB/THINK TANK

We have a role to play in tackling skills issues through knowledge exchange and innovation. For senior practitioners in regeneration and economic development, the primary responsibility for upskilling will reside with the individual. In this context it is important to pursue skills and learning strategies which are practical and time-effective – involving such areas as utilising existing networks and encouraging better dissemination of best and next practice.

FLEXIBILITY OF DELIVERY

We will adopt a flexible delivery model, capable of responding to the needs of our partners.

USE OF PANELS

We will operate a range range of technical panels which have supported urban and rural placemaking, including architects, masterplanners, economists sustainability expertise.

As well as being drawn on to support the team where appropriate, these panels will be made available to local authorities/LEPs/communities.



GOVERNANCE, STAFFING AND FUNDING

GOVERNANCE

Integreat's work will be directed and guided by a new advisory board. This will be comprised of representatives from:

- Private sector
- Local Authorities
- Third Sector
- Homes and Communities Agency

STAFFING

In keeping with the economic climate, our intention is that the staffing base be as lean as possible, without compromising effective delivery, or requiring regular recourse to private sector support.


We currently envisage a compact team, including urban design (review and enabling), placemaking skills, and economic expertise.

FUNDING

A blended model of funding is likely to be utilised, drawing on grant funding from a range of sources (ERDF, RGF etc), combined with support from LEP/LAs.

A subscription model is currently being assessed. Private sector contributions for specific engagements will also be sought. Funding from the HCA and Design Council is being discussed in support of key products

“The challenges facing us are clear. Our offer, drawing on extensive experience and expertise of supporting economic growth in the region, has been configured to support our partners in tackling those challenges – expediting our collective response to the economic downturn, and to position our partners in readiness for future growth.”



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