

PUBLIC PRACTICE

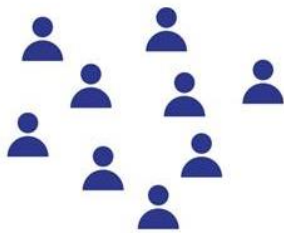
BUSINESS PLAN

CONTENTS

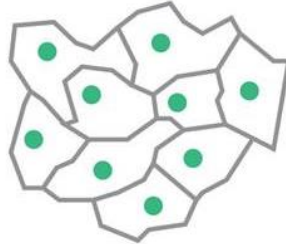
0. EXECUTIVE SUMMARY
1. INTRODUCTION
2. MARKET ASSESSMENT
3. VISION, VALUES, IDENTITY AND COMMUNICATIONS STRATEGY
4. VALUE PROPOSITION, USERS AND USER EXPERIENCE
5. RECRUITMENT AND SELECTION PROCESS
6. BUSINESS MODEL, FINANCIAL PLAN AND GROWTH STRATEGY
7. LEGAL AND RESOURCES
8. CURRICULUM, KNOWLEDGE AND COHORT PROGRAMME
9. IMPACT AND PERFORMANCE
10. RISK
11. DELIVERY AND NEXT STEPS
12. APPENDICES

0. EXECUTIVE SUMMARY

Public Practice is a new social enterprise offering local authorities handpicked, motivated and experienced planners for one year placements. It will build the public sector's capacity to deliver homes and growth, shape better places, and share skills and knowledge across Authorities.



Highly skilled planning practitioners



Placements in authorities



Collective research and learning

Public Practice has three key user groups; Authorities who will offer the placements; Associates who will go on the placements; and Supporters who will cross-subsidise the business model. Authorities include Local Authorities, City Governments, Development corporations; Associates include planning practitioners, architects, urban designers, regeneration experts; Supporters include Government bodies, grant makers, developers.

Public Practice will act as a broker, selecting talented Associates and matching them to Authorities in need of additional capacity. The Associates will work in the Local Authority for 90% of their time, and spend 10% of their time carrying out collective research overseen by Public Practice. Supporters will invest in Public Practice at a programme level – preventing any conflicts of interest – and receive benefits including access to collective research.

In terms of recruitment, Authorities will employ Associates directly on a fixed term contract or through a secondment agreement. Authorities will pay Public Practice £4k to gain access to the service and the salary of £30k - £50k plus on costs for the Associate. The business case demonstrates that by going through Public Practice over a recruitment agency, Authorities will make up to a 55% cost saving.

The financial plan of the Minimum Viable Service (MVS) takes a medium growth strategy, which sees a service of up to 64 associates in year 2021/22. A key income source for Public Practice for the first two years is grant funding from private and public sector bodies. The model requires a few large grant funding partners in the first two years, which then over time increases the number of partners committing smaller grant funds. Over time as the cohort increases, membership of Authorities will increase and there will be opportunities for other income such as consultancy services.

Public Practice will be established as an independent social enterprise that will be incubated within a national organisation for the first two years before establishing it as an independent start-up. It will be set up as a Company Limited by Guarantee, with an aim for setting up a charitable arm or full charitable status within the first twelve months. Public Practice will be

governed by a Board of Directors/ Trustees (depending on its legal status) that will provide oversight of the direction and growth of the social enterprise. The Board will comprise GLA representation and a small number of carefully selected members bringing key areas of expertise. The Management Team will operate and manage Public Practice, and at MVS stage will comprise a Director, Programme Manager and a Programme Support Officer. Three stakeholder groups will be formed for each of the user groups; the Authorities, the Associates and the Supporters.

A curriculum has been designed as part of this initiative that will be delivered through a programme over the year-long placement. The Public Practice learning philosophy and enduring understandings underpin a menu of tasks, the supporting knowledge, skills, attitudes and the pedagogy. Public Practice's theory of change outlines the outcomes of changing perceptions of planning, building planning capacity and shaping better places. An impact and evaluation framework has been designed around these outcomes.

The key next steps are to deliver the brand and marketing strategy, to secure funding, to set up Public Practice as a legal entity, and undertake recruitment for the first cohort. The ambition is to launch Public Practice in October 2017, with the first cohort beginning their placements in March 2018.

Public Practice has the support of a number of organisations including London Councils, Local Government Association (LGA), Nesta, Future Cities Catapult, Planning Officers Society, London First, Future of London, Urban Design London, New London Architecture, and University College London. It also has support from across the development industry, including the British Property Federation, British Land, Peabody, Berkeley Homes and U+I.

The initiative has been founded by the Greater London Authority, Local Government Association and East of England LGA, and developed through an Advisory Group chaired by Jules Pipe, Deputy Mayor for Planning, Regeneration and Skills.

Over 30 organisations have already pledged funding or in kind support

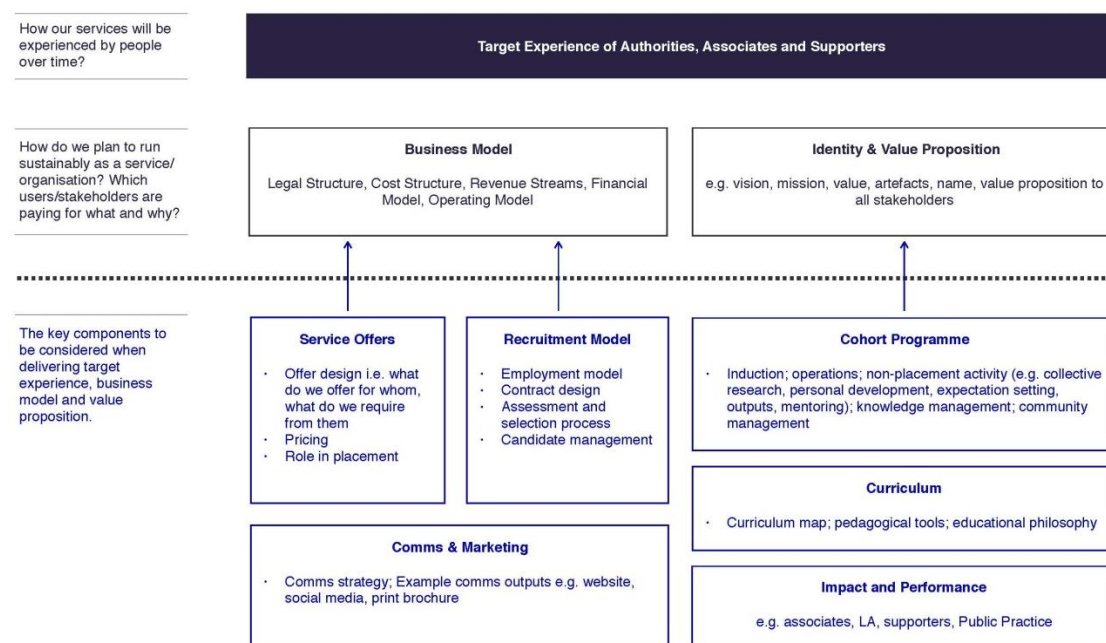


1. INTRODUCTION

Public Practice has its background in the recommendations of a series of reports calling for an initiative to build Local Authority planning capacity. These include *The Farrell Review* (April 2014), The Farrell Review position paper *Public Service* (March 2015), The Mayor's Design Advisory Group's *Good Growth Agendas* (March 2016), the Select Committee for National Policy on the Built Environment's *Building Better Places* report (February 2016), the East of England Local Government Association *Recruitment and Retention of planners in the East of England* report (2016), and the London Housing Commission's final report *Building a New Deal for London* (March 2016).

The Greater London Authority (GLA) Regeneration Team developed an outline business plan for such an initiative – initially known as 'The Place Agency' – in consultation with Local Authorities, the development industry and planning and placemaking professionals. In October 2016, the GLA, Local Government Association (LGA) and East of England Local Government Association (EELGA) jointly commissioned a multidisciplinary team to add detail to the initiative's function, remit, and legal and financial requirements, and provide start up support for the programme to be delivery-ready. A consultant team led by FutureGov, collaborating with Year Here and Cassie Robinson, were appointed.

The consultants have taken an agile approach and an iterative process to designing the new service. They have developed a Minimum Viable Service (MVS) that can be tested, built upon, expanded and improved over time. This approach has also been 'user-centred' through extensive consultation with the three different user groups; the Authorities who will offer the placements; the Associates who will go on the placements; and the Supporters who will cross-subsidise the business model; as well as co-design sessions with GLA officers and other relevant experts. This informed the development and testing of the service components of the MVS: the target experience, business model, identity and value proposition, service offers, recruitment model, cohort programme, curriculum, comms and marketing, and impact and performance.



Service components of the business plan

The business plan has been overseen by an Advisory Group, providing valuable advice and expertise to steer the development of the initiative. The Advisory Group comprised:

- Jules Pipe, Deputy Mayor for Planning, Regeneration & Skills (Chair)
- James Murray, Deputy Mayor for Housing
- Chris Naylor, CEO, LB Barking & Dagenham
- Fiona Fletcher-Smith, Executive Director DEE, GLA
- James Blake, CEO, St Albans City & District Council
- Lisa Taylor, CEO, Future of London
- Lord Kerslake, Chair, Peabody
- Lucinda Turner, Acting Director of Borough Planning, TfL
- Lucy Musgrave, Director, Publica
- Sarah Cary, Head of Sustainable Places, British Land
- Tony Pidgley, Chairman, Berkeley Group
- Vincent Lacovara, Placemaking Team Leader, Croydon Council

Alongside the consultant team and the Advisory Group, an Officers Working Group has met fortnightly to oversee the day-to-day development of the business plan. The Officer's Working Group has comprised officers from:

- GLA Regeneration (Finn Williams, North West Area Manager; Matthew Turner, Senior Project Officer; Pooja Agrawal, Senior Project Officer)
- GLA Housing (Rickardo Hyatt, Senior Area Manager)
- GLA Planning (Darren Richards, Manager)
- GLA HR (Juliette Carter, Assistant Director; Olivia Clear, Manager; Claire Deo, Manager)
- TfL Legal (Jonathan Lloyd, Senior Associate Lawyer)
- LGA (Nigel Carruthers, Senior Advisor)
- EELGA (Lucy Ashwell, Senior Manager)
- London Councils (Eloise Shepherd, Head of Housing and Planning; Luke Burroughs, Principal Policy Officer)

This business plan is a culmination of the consultants' development and recommendations, along with additional components developed by the Officer's Working Group led by GLA Regeneration.

2. MARKET ASSESSMENT

This chapter sets out the challenges Public Practice is aiming to address, establishes the need for the initiative, maps the competition and complementary initiatives, and presents a SWOT analysis. Case studies of similar initiatives have been included that relate to Public Practice in terms of its purpose, operations, governance and curriculum.

2.1 THE CHALLENGE

The challenge that has been identified is to build the public sector's capacity to plan and deliver more homes and better growth.

2.2 THE NEED

Good planning creates the conditions for good growth. It engages communities, builds public support, coordinates investment, shapes development, and strengthens the character of a place. However a longstanding and widening skills gap between the public and private sectors is limiting the planning capacity of Local Authorities, and in turn constraining the delivery of homes and growth.

In the last 5 years, net Local Authority spending on planning and development in London has fallen from £259 to £148m, a reduction of nearly 60%. At the same time, we now need to be building more than double the number of homes we were delivering five years ago. Numerous studies and reports have identified a lack of public sector planning capacity as a barrier to delivering the quantity and quality of homes London needs. A survey of London's placeshaping capacity carried out by the Mayor's Design Advisory Group revealed an uneven distribution of resources across boroughs, and a mismatch between current capacity and areas of planned growth. As a result 96% of London boroughs say they require more placeshaping skills in their planning departments.

These concerns are shared by private sector developers. A recent survey of housebuilders identifies providing additional resources to Local Authority planning departments as the single most important policy measure to boost housing supply. There is strong evidence that developers are willing to subsidise additional Local Authority capacity if it helps to de-risk the planning process and accelerate timescales.

There are many examples of excellent practice within planning departments, but in the context of economic constraints, Local Authorities are finding it more difficult to attract the most talented planning professionals, and harder to keep those with the ambition and capabilities to find jobs elsewhere. 100% of London boroughs have difficulty attracting appropriately qualified or skilled planning and placeshaping practitioners.

As a result, Authorities are increasingly turning to external consultants and private agencies as a short-term measure to fill the gap. All London boroughs cover their capacity needs by procuring external consultants, and 91% by recruiting agency staff. While this approach offers more flexibility, over the longer term it can erode local knowledge and capacity, and cost more than twice as much as traditional recruitment.

These issues are not confined to London. A recent study by the East of England LGA found that Local Authorities are significantly lacking the capacity and skills to deliver the region's growth agenda. Issues identified include a lack of resources, an ageing workforce, high staff

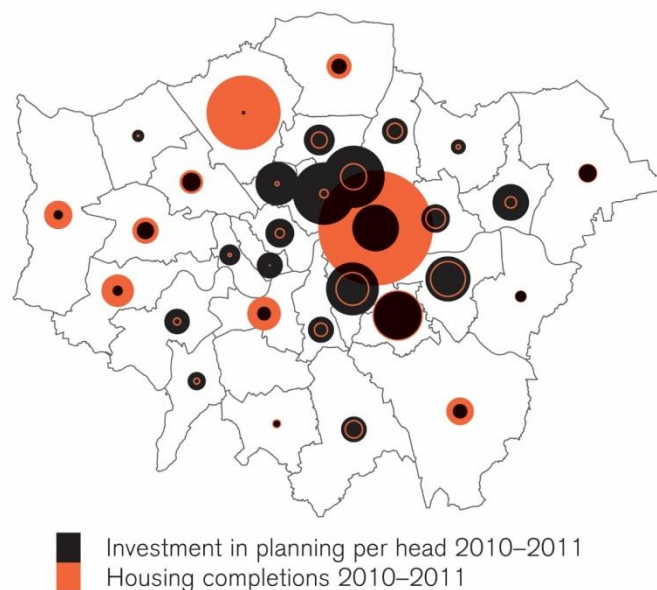
turnover, difficulties with retention, and a lack of flexibility in local government recruitment processes and job design.

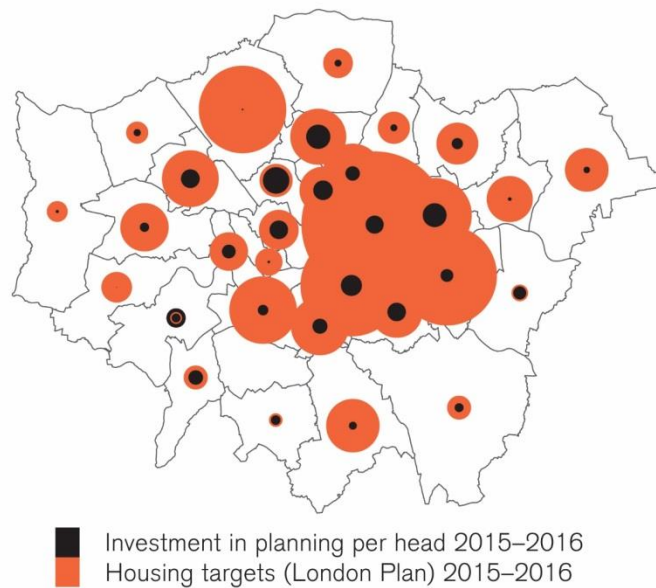
There is a range of programmes offered by organisations such as Urban Design London and Future of London to support existing staff which continue to nurture skills successfully within Local Authorities. However, it is clear from feedback that training is not sufficient on its own. Alternative, cost-effective models are needed to bring new talent into the public sector, and to share skills to support growth in a more targeted and strategic way.

At the same time, there is a new generation of planners, architects and urbanists – and practitioners who don't fit comfortably into any of these categories – with an appetite for doing more socially engaged work for the public good, and an interest in rediscovering the civic purpose of planning. Public Practice is one way of harnessing their talent, not by resurrecting old models, but by helping to build a new form of proactive planning that crosses departments, disciplines and sectors.

It has the potential to transform perceptions of the profession, and help to create a more equal and diverse industry by improving access for women, ethnic minorities, and people from socially disadvantaged backgrounds. It will build the public sector's capacity to deliver homes and growth, shape better places, and share skills and knowledge across Authorities.

The development industry is united about the need to improve public sector planning capacity and capability. Public Practice is one practical way of starting to make an immediate difference.





2.3 COMPETITION

No direct equivalent of Public Practice currently exists. Fast-track graduate placement programmes are now established for other public services ([Teach First](#) for teaching, [Police Now](#) for policing, [Frontline](#) for child protection social work, [Think Ahead](#) for mental health social work, [Unlocked](#) for the prison sector), but there is no corresponding programme for the planning sector, and therefore no direct competition. The closest organisations or services that currently exist are:

- A. Specialist recruiters - [Cobalt Recruitment](#), [Hays](#), [Adrem](#), [Hunter Dunning](#);
- B. Job boards - [Planner Jobs](#), [Guardian Jobs](#), [Dezeen Jobs](#), [Planning Jobs](#)
- C. Public Sector placement programmes – [National Graduate Development Programme](#), [Civil Service Fast Stream](#), [TfL Graduate Scheme](#)
- D. Networks - [Future of London](#), [New London Architecture](#), [Urban Design London](#)

2.4 COMPLEMENTARY INITIATIVES

Public Practice is well positioned to support the delivery of a number of complementary programmes and policy objectives, by providing additional capacity within Authorities that are promoting and managing increased levels of growth.

- Large Sites & Housing Zones Capacity Fund
- Estate Regeneration Fund
- Land Release Fund
- Garden Villages & Towns
- Devolution and Combined Authorities
- Future Cities Catapult: Future of Planning programme
- Historic England Capacity Building Programme
- HS2
- Housing Zones
- London Opportunity Areas
- Crossrail2
- London Councils Collaborative Delivery Vehicle

- Council-led housing delivery programmes

2.5 SWOT

A SWOT analysis of the initial concept for Public Practice has helped inform the development of the business plan.

STRENGTHS

- Strong evidence base and policy context supporting the need for an initiative to build public planning capacity
- High levels of support from across the built environment industry (public sector, industry organisations, developers, consultants)
- Proven model evidenced by success of equivalent programmes for other sectors
- Attracts new talent to public sector planning
- Encourages proactive planning, by promoting cross cutting roles across Local Authority departments
- Creates a platform for sharing knowledge across Authorities and Supporters
- Helps to break down barriers between the public sector and private sector
- Changes perceptions of public planning
- Champions high quality design, good growth, more inclusive places
- Improves the diversity of the built environment sector
- Supports Local Authorities to take a more proactive and innovative approach to delivery

WEAKNESSES

- Risk that one year placements are not long enough for Associates to get embedded into the system to make a difference – or too long for some Associates or Authorities to commit to
- Existing Local Authority staff might see the Associate as a threat / disturbance to current ways of working
- Potential lack of funding from Local Authority to create new position
- Timescales of the programme might not align with timescales of Local Authority recruitment and need
- Role of Associate in Local Authorities might not be as cross-departmental as envisioned
- Potential misalignment between demand from Local Authorities and interest from Associates for positions with regards to geography
- Risk of exacerbating staff churn if Associates are not retained by host Authorities

OPPORTUNITIES

- High levels of demand from Local Authorities wanting to sign up before PP has been officially launched or publicised. More than 20 Local Authorities inside and outside London have expressed an interest in offering placements.
- High levels of demand from potential Associates wanting to sign up before PP has been officially launched or publicised. Over 50 practitioners from multidisciplinary backgrounds have already expressed an interest.
- High levels of support from public and private organisations, and across the development industry. Over 30 institutions have pledged funding or in kind support including Future Cities Catapult, Nesta, Future of London, British Land, Berkeley Group, Peabody, RTPI and Historic England.
- Changes to IR35 legislation increasing the cost of employing agency staff, and incentivising Local Authorities to look at alternative options for resourcing

- Increases in Planning Fees proposed in Housing White Paper likely to result in greater funding for posts, ringfenced to planning departments
- Greater emphasis on Council-led housing delivery increasing the demand for in-house delivery skills
- Increasing number of University courses producing post-graduates with relevant cross-disciplinary, spatial and strategic design skills, including Cass Cities, London School of Architecture, Central Saint Martins Spatial Practices, Royal College of Art.

THREATS

- Without proof of delivery, Local Authority uptake may be slow in the first year
- Competition from similar programmes that might develop alongside Public Practice
- Authorities might be more willing to pay for private consultancies to work on short-term projects instead of creating a new role
- Authorities may want to continue with existing recruitment agency frameworks

2.6 CASE STUDIES

TEACH FIRST

Teach First is an independent charity that aims to ensure every child in the country has access to an excellent education. Since launching in London in 2002, Teach First has placed over 3,700 graduates in disadvantaged schools across England. Successful candidates are chosen following a recruitment process including an online application and a day-long assessment involving a competency based interview, a group exercise, a sample teaching lesson and self-evaluation. They then complete a six week residential training programme before beginning a two-year placement. After the first year they gain a PGCE qualification making them fully qualified teachers. The programme was initially targeted at recent graduates, but now over 10% of participants have been out of university for more than five years. Teach First has faced criticism for poor cost-effectiveness and low rates of retention – not helped by its name which suggests participants "teach first, then get a better job". But 54% of those who have completed Teach First are still teaching (which is comparable to the rate for standard postgraduate training courses), and over 70% continue to work in education.

Key lessons:

- Teach First demonstrates how opening up new career paths can transform perceptions of a profession and attract a different type of workforce.
- Retention can be problematic and post placement transition needs to be designed within the programme.

YEAR HERE

Year Here is a postgraduate course in social innovation based in London. The course is designed as a platform for graduates and young professionals who want to build smart solutions to entrenched social problems. Unlike a traditional Master's degree, Year Here is immersive, action-oriented, and grounded in the daily experience of those at the frontline of inequality. Year Here's Fellows try their hand at building creative and entrepreneurial responses to social problems, supported by industry mentoring and a rigorous social innovation curriculum. Year Here was launched at Number 10 Downing Street in March 2013 and, since then has run six programmes for 98 people. As part of the course, Year Here Fellows have collectively volunteered 60,000 hours in frontline services – including homeless shelters, community centres and Pupil Referral Units. Year Here has also launched 12 ventures like Settle, supporting vulnerable young people who are moving into their first home, Rootless Garden, running nature-inspired activities to reduce the isolation of older people, and Birdsong, a fashion brand selling clothes handcrafted by women's groups. In

2017, Year Here plan to launch the Year Here Foundation, which will aim to ensure that social leadership is a pathway open to the widest pool of talent possible.

Key lessons:

- Year Here is a new social enterprise started by a small team of two, which has within four years of inception established a successful programme recognised for its innovation and impact in its sector.
- Year Here run two programmes per year, which is time intensive and resource heavy for a start-up.

FRONTLINE

Frontline is a graduate fast-track programme to attract the best people into one of Britain's toughest professions, children's social work. The idea was first floated in 2010 in an article by former Teach First candidate Josh MacAlister. He secured a £30,000 grant from the Esmée Fairbairn Foundation in March 2012 to develop a paper with IPPR, which was presented to the Secretary of State for Education in November 2012 with the support of Lord Adonis. The proposal received cross-party support, and a business case was submitted to the Department for Education in March 2013 which was given formal backing in May 2013 and awarded a grant of £14m over four years through non-competitive tender. Frontline is incubated by the children's charity Ark until the end of its first cohort when it will set up as an independent social enterprise. For their first cohort Frontline received 2,600 applications, of which 104 started in Local Authorities in September 2014.

Key lessons:

- Frontline shows how quickly an idea can be developed into a programme that is already delivering results.
- Frontline established itself through grant funding, it was then incubated within a larger organisation and eventually spun out as independent social enterprise.

GLA REGENERATION SECONDMENTS

GLA Regeneration have recruited an urban designer and seconded them full-time to LB Harrow, who cover the cost of the core salary. Prior to the arrangement being established in 2010, Harrow had no in-house design expertise. Design advice is provided to a number of Council teams (specifically Development Management, Housing, Economic Development, Highways and Regeneration), with the objective of improving the quality of design across the Borough. The Development Management team, in particular, benefits from the involvement of an 'external' advisor on major applications - boosting the Council's status, and their expertise, through affiliation with the GLA. In-house design capacity is also strengthened through advocating for, and supporting, improvements to Harrow design policy and systems. A greater understanding of the Harrow context, and ability to assist with coordination of Council teams, also allows for more in-depth and focused support on Mayoral funded projects in the Borough.

Key lessons:

- Harrow are able to attract highly talented staff and the urban designer maintains wider interests and learning by spending part of their time at City Hall
- An 'at cost' secondment model offers real and lasting benefits for Local Authorities.

ECHO

Echo, or 'Economy of Hours'. is a social enterprise that spun out of London Legacy Development Corporation (LLDC). Echo is a regeneration tool for networking communities and maximising local value. Echo have built a unique tech platform to facilitate the exchange of skills and services using a time currency. Over the past 3 years, they have grown to a community of 4000+ members, clocking up 12,000+ hours' worth of skills and services

traded, with an approximate commercial value of more than £500,000. They have supported more than 100 local start-ups through a peer-to-peer business incubator, and seen everything from branding to accountancy and career coaching traded through the platform. Echo are currently exploring a social franchise model to launch locally rooted and branded Echo hubs across the UK.

Key lessons:

- Echo is a precedent of a public sector spin-out from the GLA Group.
- Echo was incubated by Shoreditch Trust, and located within the LLDC where they were given free desks and back office support.
- The Director and one support staff worked full time for ECHO, whilst the Chief Operating Officer worked across Echo and LLDC.
- Echo was set up as a CIC limited by guarantee with a board of 8 chaired by a LLDC employee. They are currently looking to re-constitute Echo as a CIC limited by shares, to enable expansion of the business.

HISTORIC ENGLAND TRAINEESHIP SCHEME

The Historic Environment Traineeship (HET) Scheme began in 2008 as a way to address longstanding training needs across the historic environment sector. The HET Scheme was developed to provide work experience training in the application of professional skills in a planning and development context. It was envisaged that most participants of the Scheme would further their careers outside English Heritage, adding to wider sectoral capacity and capability. Two intakes of trainees were recruited to the Scheme, joining in October 2008 and October 2009 respectively. The Scheme was designed as a two-year work placement, offering a combination of work experience units, some essential, some optional across different departments. In addition, trainees would have longer and shorter secondments and were expected to deliver a substantive project during their second year. A learning agreement was signed between each trainee and English Heritage to set out expectations by both of what was to be achieved. The line manager from the Authority would work with the trainee to develop learning objectives, and at the end of each unit a learning review would be held between the trainee, English Heritage representative and the Authority line manager. Applicants to the Scheme were expected to hold a degree in a relevant subject such as archaeology, architecture, conservation, environmental sciences, history, planning, surveying or urban design, and may also have had practical work experience in a heritage discipline. Non-graduates with substantial practical work experience in a heritage discipline were also welcome to apply. The recruitment process was designed in three phases:

- Application Sift: candidates were expected to give details of their education, demonstrate their relevant knowledge and describe any experience they had to date including the level and range of their responsibilities.
- Assessment Centre: shortlisted candidates were then invited to attend a day's assessment where they were asked to participate in a number of group exercises designed to test their performance against selection criteria. The exercises involved receiving verbal and written information, group discussions, negotiation and the production of a written report.
- Final Interview: successful candidates were then invited for a final interview.

Key lessons:

- It is important to align expectations of learning and development across different users and stakeholders
- A broad background of relevant subjects is seen as a positive
- A rigorous recruitment process is required for the success of the programme

3. VISION, VALUES, IDENTITY AND COMMS STRATEGY

This chapter sets out the vision and mission of Public Practice, the values that are core to the programme, the development of its identity including its name and a marketing strategy.

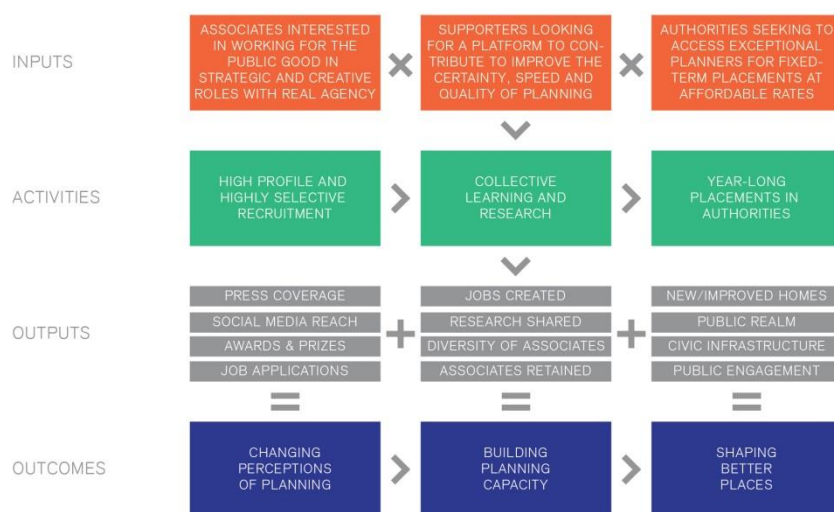
3.1 VISION

Bold and innovative public planning with the capacity to plan and deliver fairer, better and more successful places.

3.2 MISSION

To shape better places by building public planning capacity and changing perceptions of the profession.

3.3 THEORY OF CHANGE



3.4 MANIFESTO

A draft 'manifesto' has been developed through dialogue with potential Associates and Local Authority planning practitioners.

THE PUBLIC SECTOR CAN BE BOLD AND ENTERPRISING

There is a proud history of the public sector driving innovation and excellence. The state is not only about maintaining the status quo.

GOOD PLANNING CREATES NEW OPPORTUNITIES

The job of the planner is about more than saying yes or no. We create the conditions for change that wouldn't have happened otherwise.

THE RULES CAN BE DESIGNED

Bureaucracy is not a constraint on creativity – it is a field for creativity in its own right. Even meeting minutes, procurement processes, or legal clauses can be opportunities for good design.

SHAPING THE BUILT ENVIRONMENT MEANS SHAPING DECISION-MAKING

There is no point designing the right answer to the wrong brief. Design expertise is needed further upstream to influence the decisions which have the greatest impact on places.

CITIES ARE MADE BY PEOPLE

Planning is as much about working with people as working with places. It must be based on the understanding that different individuals and organisations have different interests and agendas.

3.5 IDENTITY

The identity has been shaped by defining Public Practice's values and ways of working.

VALUES

- Public-minded
- Fascinated with places
- Humble
- Hands-on
- Professional
- Proactive
- Representative

OUR WAYS OF WORKING

- Place-based
- Entrepreneurial
- Holistic
- Adaptive
- Public Service
- Politically aware
- Multidisciplinary

TYPES OF NAMES WE CONSIDERED

Three types of names were considered whilst developing the identity and brand, and tested with different user groups.

ACTIVE

This type of name suggests putting the activity of shaping places at the forefront, communicating a hands-on and dynamic approach, or a call to action (e.g. Teach First, Police Now, Year Here).

- Public Futures
- Civic Works
- Plan for the Public
- Plan in Public
- Plan/Make

PERSONAL

This type of name places an emphasis on the people who will be taking part, giving a sense of importance and pride to the individuals involved (e.g. Future Planners, Bloomberg Associates, Future London Leaders).

- Public Associates
- Civic Associates
- Open Planners
- Public Planners
- Place Makers

CIVIC

This type of name emphasises the municipal ambition of the mission, expressing a commitment to working in the public interest, and confidence in the lasting value of these principles (e.g. Government Digital Service, Public Works, Institute for Innovation and Public Purpose).

- Public Service
- Open Planning
- Public Office
- Public Enterprise
- Public Practice

Generally, Local Authorities preferred the 'Active' names and Associates the 'Civic' names. Public Practice was selected as the final name as one that is both active and civic and thus appeals to both key user groups.

NAME AND TAGLINES

To ensure Public Practice communicates its role within the built environment, a tagline has been developed that specifically appeals to each user group. These taglines will be used in the development of the prospectus for each of the user groups.

- Tagline for Associates: Planning for the public good
- Tagline for Authorities: Building capacity for public planning
- Tagline for Supporters: Creating a new generation of planners

3.6 VISUAL IDENTITY

The brief to the graphic designer was an identity that:

- Is strong, simple and robust
- Is bold, radical and innovative
- Enjoys bureaucracy
- Is not corporate
- Is flexible / user friendly

Oliver Long, a graphic designer, has been appointed and will continue to develop the visual identity of the brand. His initial concept is based on the idea of the staple, both as a symbol of bureaucracy and as an object that holds everything together. The design uses a simple and robust palette of colours, clean layouts, and default fonts such as Arial and Times New Roman.



3.7 BRANDING PRINCIPLES

The branding principles will help guide the marketing decisions as the programme develops over time.

Perceived personality of the organisation

- Bold and innovative
- Supportive and empowering
- Fair and open
- Connecting dots
- Trustworthy and reliable
- Down to earth

Tone of voice

- Professional
- Creative
- A call to public service
- Enabling communities
- Delivering real change
- High design standards

3.8 COMMUNICATIONS STRATEGY

Initial headlines for the Communications Strategy are set out below, and will need to be developed to closely align with the Public Practice programme and curriculum.

OBJECTIVES

To maximise the potential impact of Public Practice and ensure take up from all three key user groups, there needs to be clear, engaging and widespread communication to support the following priorities:

- Communicate Public Practice's mission, manifesto and the need for such an initiative
- Communicate clearly how it works
- Promote awareness of the opportunity – targeted at the three key user groups
- Communicate the value propositions and offers for each of the three user groups
- Communicate what we expect from Authorities expressions of interest, and Associates applications to be part of the programme
- Communicate the importance of high quality design

PRIMARY AUDIENCES

- Associates: Talented and ambitious planning and placemaking practitioners interested in working for the public good at high intensity, on flexible terms.
- Authorities: Local Authorities and other public bodies committed to proactive planning and willing to offer placements.
- Supporters: And funders including public sector bodies, grant makers, private developers and consultancies.

SECONDARY AUDIENCES

- Wider government
- Planning and architecture students
- Social enterprises

COMMUNICATION CHANNELS AND TOOLS

- Social media
- Professional journals / forums
- Email newsletter
- Print (information package)
- Web presence
- Industry events (RTPI, RICS, RIBA, POS, PAS, NLA, FoL etc.)
- GLA / LGA / Government events
- Supporter events (FCC, Nesta, RSA etc)
- Universities
- Public Practice Events (Launch events, Press Release, Monthly events hosted by Associates at Local Authorities, Workshops)

4. VALUE PROPOSITION, USERS AND USER EXPERIENCE

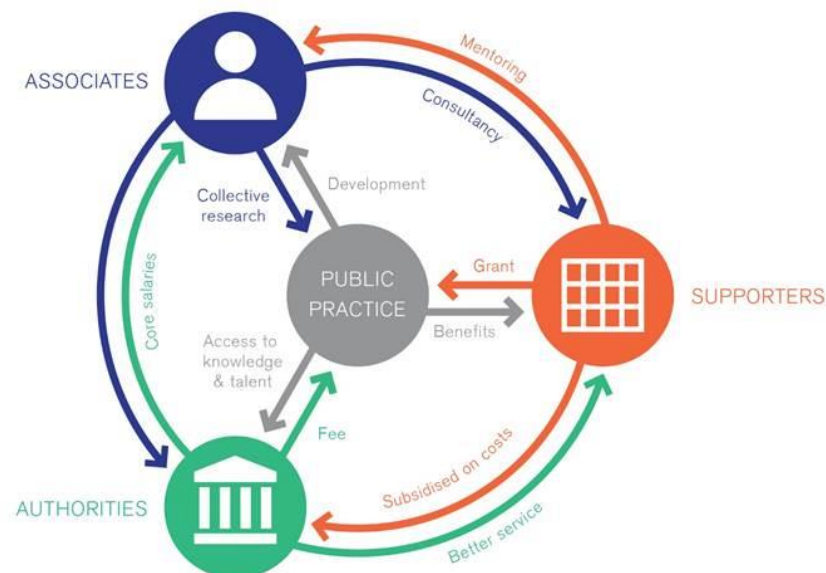
This chapter sets out the relationship between the three different users and the value proposition for each of these groups.

4.1 OVERVIEW

Public Practice has three key user groups; Authorities who will offer the placements; Associates who will go on the placements; and Supporters who will cross-subsidise the business model. Public Practice will act as a broker, selecting talented Associates and matching them to Authorities in need of additional capacity. Authorities will pay an annual fee to be part of the programme, and will directly employ the Associates on fixed term contracts. The Associates will work in the Local Authority for 90% of their time, and spend 10% of their time carrying out collective research overseen by Public Practice. Supporters will invest in Public Practice at a programme level – preventing any conflicts of interest – and receive benefits including access to collective research.

Public Practice offers:

- Authorities access to a new pool of talent, recruitment support, a high profile network, and shared research and knowledge.
- Associates a unique public sector placement along with the opportunity to be part of a multidisciplinary cohort that will undertake collective research, and receive high quality development and training.
- Supporters a platform to invest strategically in improving the speed, certainty and quality of public planning, and additional benefits including participating in the programme of events, access to collective research, and public recognition.



4.2 AUTHORITIES

Authorities that are eligible for Public Practice include:

- Local Authorities

- City Governments
- Development Corporations
- Other public sector organisations e.g. HS2
- Combined Authorities
- Public/Private sector partnerships

THE OFFER

A quicker and cheaper way to recruit

- Quicker and simpler than traditional recruitment, and 38% - 55%% cheaper than recruitment through private agencies (See Business Case in Chapter 6)

High quality talent

- Access to a pool of talented and committed practitioners with a range of experience in the built environment

Collective research and knowledge

- Access to research undertaken by the cohort, such as best practice, guidance and analysis

Improved skills and learning opportunities for existing staff

- Access to a programme of events hosted by Associates at host Authorities

High profile network

- Access to a high profile professional network

KEY MILESTONES IN THE PROCESS

Before Recruitment

- Authority joins Public Practice initiative by signing a membership contract with an annual fee
- There is a minimum of one year engagement
- The membership gives the Authority access to Public Practice's network, events and research outputs
- Public Practice is exempt from existing recruitment frameworks that might be in place (under similar conditions to the National Graduate Development Programme)
- Authority's Chief Exec / Exec Director nominated as Placement sponsor

During Recruitment

- Authorities submit an expression of interest to Public Practice
- If successful, the Authority works with Public Practice to define the role and selection criteria, based on a template and 'Menu of Tasks'
- Authority presented with a shortlist, and selects candidates to interview
- Authority selects preferred candidate, and can choose from one year secondment route or fixed-term contract

In Placement

- Authority covers 100% of the staff salary and additional on-costs
- Associates given place-based and cross-cutting roles, allowing them to work across Local Authority teams
- Associate will spend 10% of time participating in collective research and personal development run by Public Practice

End of placement

- Before the end of the placement, Public Practice will work with the Authority to review performance and discuss the next steps (e.g. contract extension, permanent recruitment, exit handover, or recruiting a new candidate)

4.3 ASSOCIATES

Associates are expected to have a minimum of three years post-graduate experience – though they may be towards the beginning or end of their career – and expertise in one or more of the following areas:

- Planning
- Architecture
- Urban design
- Landscape architecture
- Regeneration
- Placemaking
- Historic environment
- Transport

THE OFFER

Work for the public good

- A unique opportunity to work further upstream for the public sector in place-based roles with cross-cutting agency

Learn through doing

- Work on challenging projects in a supportive environment and benefit from a high quality training programme

Produce cutting-edge research

- Participate in and produce collective research and knowledge together with a multidisciplinary cohort

Improved career prospects

- Gain diverse experience and access to a high profile professional network

Work flexibly

- Benefit from more independence and flexibility than employment in traditional public or private sector roles

KEY MILESTONES IN THE PROCESS

Before Application

- Associate hears about Public Practice and decides to apply
- There is a minimum commitment of one year

During Application

- The Associate will be assessed based on their knowledge, skills and attitudes
- The Associate will be shortlisted by Public Practice, and then interviewed by the Authority and Public Practice.
- The Associate will only embark on an employment once they are selected by an Authority

In-placement

- The Associate will work with the Authority to refine their tasks and objectives from a template and 'Menu of Tasks' provided by Public Practice
- The Associate will work horizontally across Authority teams and departments
- The Associate will spend 10% of their time away from the Authority, participating in development and collective research
- The first cohorts will have the opportunity to shape and co-design Public Practice

End of placement

- Before the end of the placement, Public Practice will work with the Associate to review performance and discuss the next steps (e.g. contract extension, permanent recruitment, exit handover, or working in a new Authority)
- The Associate will review and rate the placement and offer insight into how the scheme can be improved
- The Associate can choose to be part of an Alumni network
- The Associate will have the opportunity to mentor new Associates

4.4 SUPPORTERS

The Supporters of Public Practice may include:

- Government bodies (e.g. DCLG, GLA, LGA, Future Cities Catapult etc.)
- Grant makers (e.g. Nesta, Esmée Fairbairn, City Bridges Trust, Unltd etc.)
- Developers (Housebuilders, Commercial Developers, Great estates, Housing Associations)
- Consultants (Architecture, Planning, Engineering etc.)

THE OFFER

A platform to invest in Local Authority planning capacity

- A more strategic way of improving the certainty, speed and quality of planning

Develop the direction and scope of Public Practice

- Opportunity to sit on an advisory board and influence various elements including pedagogy and curriculum

Access secondment opportunities

- Access secondment opportunities for existing staff, and potentially two-way secondments where Supporters receive a public sector placement in return

Collective research and knowledge

- Access to research undertaken by the cohort, such as best practice, guidance and analysis

High profile network

- Access to a high profile professional network

KEY MILESTONES IN THE PROCESS

Become a Supporter

- Register your interest by contacting Public Practice
- Work closely with Public Practice to define the terms of engagement based on the supporter framework
- Sign a sponsorship agreement
- Your organisation will be associated with Public Practice and receive recognition via publications, websites and social media
- Become part of the Advisory Group and input on the strategic direction and scope of Public Practice
- Shape the core curriculum and pedagogy
- Access Public Practice events

During application of Associates

- Discuss opportunities for secondment of your staff via Public Practice

In-placement of Associates

- Input on the agenda of collective research
- Collaborate on research
- Access collective research
- Receive bespoke consultancy from Associates
- Host, sponsor or access events
- Opportunity to mentor Associates

End of agreement

- Before the end of the agreement, review engagement and discuss future options (renew, extend, review level of support, or decline)

5. RECRUITMENT AND SELECTION PROCESS

This chapter sets out different options for recruitment, along with the details of the selection process.

5.1 OVERVIEW

Broadly there are three key steps for Public Practice recruitment:

Conducting the recruitment and longlisting

Conducting the shortlisting

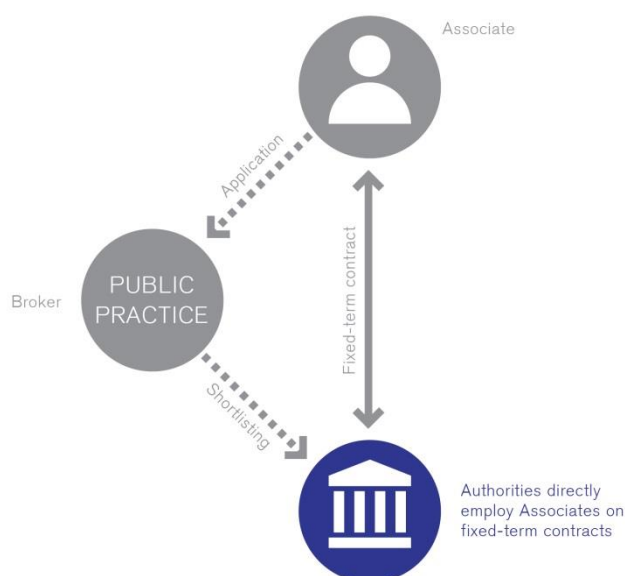
A. Employing the Associate

B.

Three options for the form of employment are set out below, outlining the potential role of Public Practice in each scenario. Recruitment options are closely related to the question of Public Practice's governance which is set out in Chapter 7.

5.2 OPTIONS FOR RECRUITMENT

OPTION 1A: PUBLIC PRACTICE AS A BROKER OF FIXED TERM PLACEMENTS



Advantages

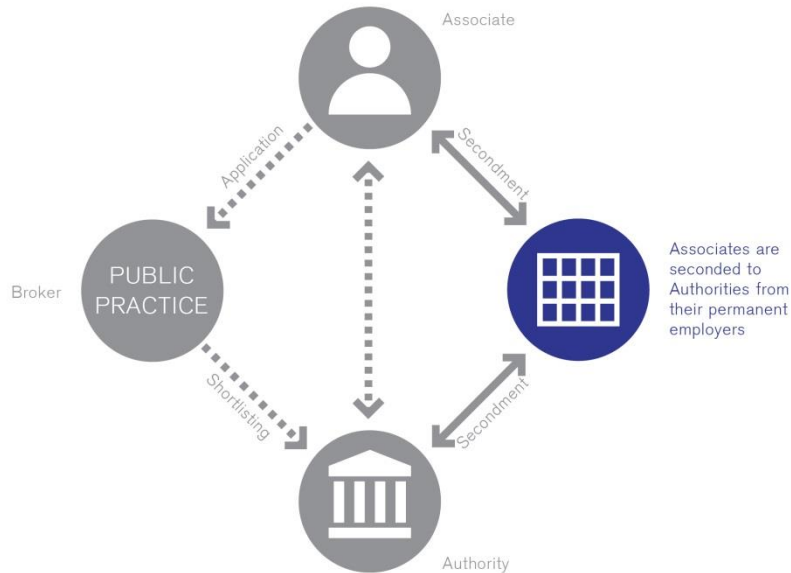
- Legally more straightforward than PP employing directly.
- Risk remains with Authority.
- Authority is invested in the individual and the scheme.
- Associate more likely to be integrated in the Authority compared to other models.
- Issue of successive fixed-term contracts lies with Authority (risk that Associate become permanent employees if continuously employed for 4+ years).

Disadvantages

- Possible issues regarding regulatory regime for employment agencies and employment businesses under Employment Agencies Act 1973 and regulations made under it. Measures need to be taken to avoid this.

- Associate may consider Authority requirements take precedence over PP's requirements.

OPTION 1B: PUBLIC PRACTICE AS BROKER OF SECONDMENTS



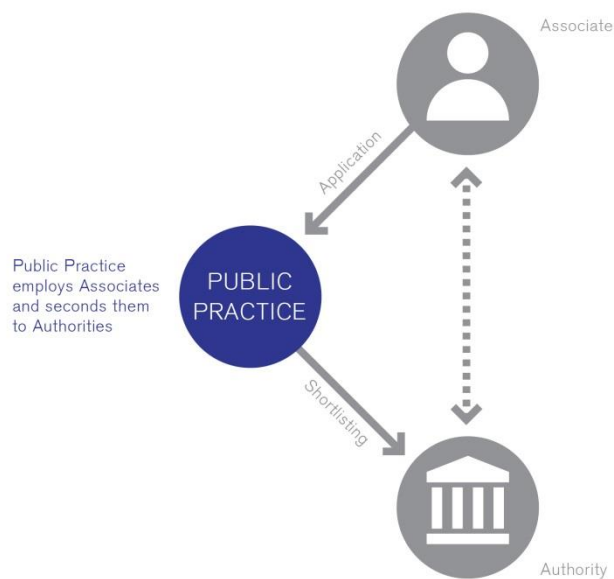
Advantages

- Allows the Associate to remain in a substantive post and reduces the risk for the associate
- Gives the opportunity to existing public sector staff, and private sector staff if agreed by employer
- Legally more straightforward than Public Practice employing directly.
- Risk remains with Authority.

Disadvantages

- Possible issues regarding regulatory regime for employment agencies and employment businesses under Employment Agencies Act 1973 and regulations made under it. Measures need to be taken to avoid this.
- Likely to result in lower retention rates of Associates in Authorities
- Authorities less likely to invest in Associate.

OPTION 2: PUBLIC PRACTICE AS AN EMPLOYER



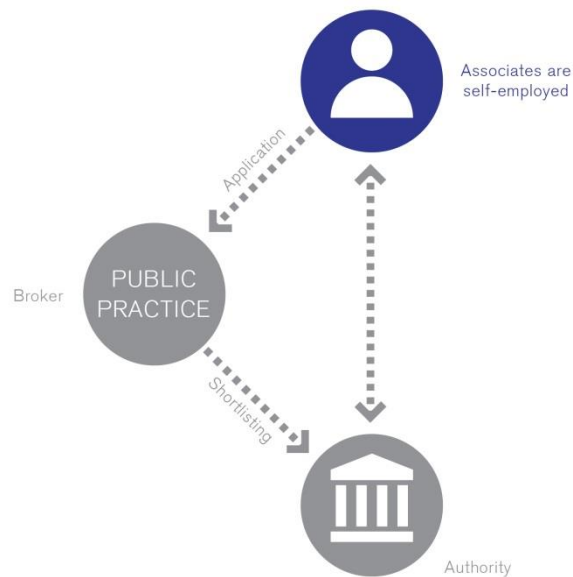
Advantages

- If PP sits within the GLA, GLA is used to secondments and a fast set up is possible
- Once seconded, risk for Authorities as Associate deemed to be Authorities' employee.

Disadvantages

- If PP sits within the GLA, GLA has all employment risk and has to establish new posts – arguably do not get any benefits as Associates are immediately seconded out.
- If PP is independent, risk sits with PP which is complex for a new start-up.
- Issue of successive fixed-term contracts – risk that place shapers become permanent employees if continuously employed for 4+ years.
- Additional raft of rights for Associates under the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 ('the 2002 Regulations').

OPTION 3: PUBLIC PRACTICE AS A RECRUITING AGENT



Advantages

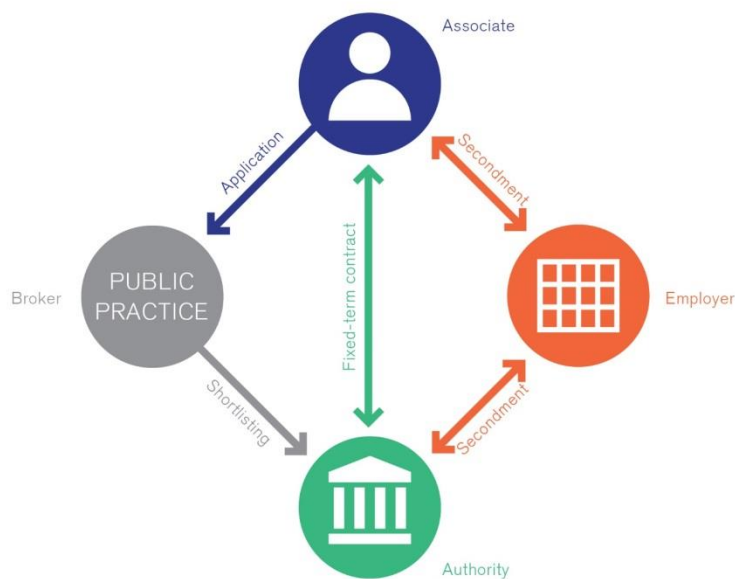
- Flexibility for all parties

Disadvantages

- IR35 disguised employment challenges. Risk to Authorities that Associates are not regarded as self-employed under employment law and will, in reality, be seen as Authority employees.
- Issues regarding regulatory regime for employment agencies and employment businesses under Employment Agencies Act 1973 and regulations made under it.
- Not distinct from existing recruitment agencies, with no guarantee of providing an improved service
- Challenges around Associates' loyalty to PP and Authorities, and security
- Procurement challenges

5.3 RECOMMENDATION

Following consultation with potential Associates and Authorities, TfL Legal and GLA HR, a combination of options 1A and 1B are considered the most suitable model for a MVS. Public Practice will act as a broker, to place Associates in Authorities. Authorities will directly employ Associates on fixed term contracts, or through secondment agreements with the permanent employer.



REQUIREMENTS OF OPTIONS 1A & 1B ON STAKEHOLDERS

- Authorities must be willing to co-design job descriptions and contracts; select from a shortlist of 3-6 candidates; create an alternative pathway to traditional management; offer a pay range of £30-50k; and align with Authority employment rights.
- Public Practice will ensure that the total cost of placements allows the offer to be Value for Money compliant so that it is not seen as an agency, thus mitigating procurement risks; will need to draw up a Contract for Services with Authorities; ensure JDs are compliant across a range of Authorities.
- Associates need to be willing to go through centralised assessment before being shortlisted by Authorities; they are likely to have a choice, but a restricted choice about where they are able to work; will all fall within a similar salary range.

5.4 SELECTION PROCESS

- A.
- B. Apply: Issue application forms with deadlines for Candidates and Authorities
- C. Longlist: Candidates and Authorities
- D. Notify: Candidates and Authorities if they have been successful or not
- E. Longlisted: Candidates invited to assessment centre. Longlist Authorities invited to join as members and contribute to assessment centre.
Assessment centre:
 - Set a series of tasks which represent the role and build on the capabilities required. These could be a mix of group and 1:1 activities
 - Allow Candidates to select preferences ordered 1-4 for which Authorities they would prefer to be employed by
- F. Notify: Candidates if they have been successful or not
- G. Shortlist: Present 3-6 shortlisted Candidates to each Authority, based on preferences
- H. Round 1 Interviews: Authorities interview shortlisted Candidates. Each Candidate must have a minimum of two and a maximum of three interviews. Each Authority can interview a minimum of two and maximum four Candidates per placement post
- I. Notify: Candidates and Authorities of all successful matches

Round 2 Interviews: Notification for all unsuccessful Round 1 Candidate and Authority matches:

- Notify Candidates of remaining Authorities and agree up to a further two interviews per Candidate.

J. - Interviews take place

Notify Candidates and Authorities of all successful matches

- Those Authorities and Candidates who are unsuccessful are offered to be fast tracked to the interview stage for the next cohort

K. Make and confirm offer to successful Candidates

Sign Three Way Agreement

^J ^MRECRUITMENT TEAM

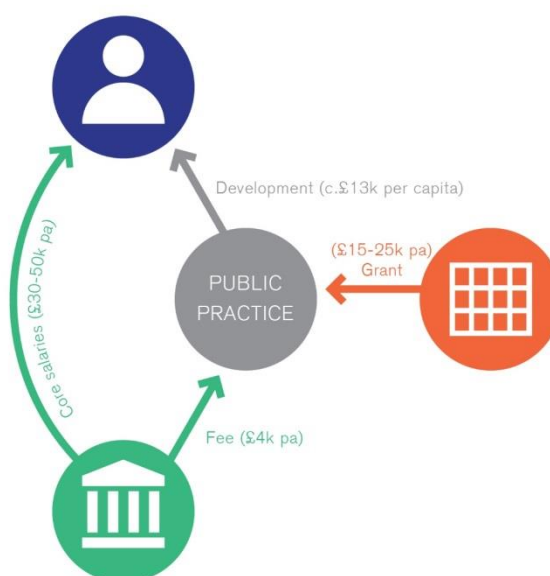
Support from an HR professional will be needed to support with the assessment centre shortlisting of Candidates, potentially through in kind support from public or private sector partners. The National Graduate Development Programme seek the support of Local Authority professionals and alumni to help with longlisting and shortlisting. Final round interviews should be undertaken by host Authorities under their own HR guidelines.

6. BUSINESS MODEL, FINANCIAL PLAN AND GROWTH STRATEGY

This chapter sets out the business model for Public Practice, the business case for Local Authorities, the Supporters framework, the financial plan and different growth scenarios.

6.1 BUSINESS MODEL

Authorities will pay Public Practice £4k to gain access to the service. Associate salaries will initially be within a bracket of £30k - £50k plus on costs. The administration cost to Public Practice for each Associate is approximately £13k pa over the first 3 years of the programme. This will be cross subsidised by membership fees, and grants / sponsorship ranging from £15k – £25k+ pa from public and private sector Supporters.



AUTHORITY COSTS AND BUSINESS CASE

From testing the market and speaking to Authorities, £4k pa is a standard cost for accessing networks such as Future of London and New London Architecture. A sliding scale of membership fees was investigated, where different types of organisations could pay a different fee, or an additional fee would be given if an Associate is placed in an Authority. However for an MVS it was decided that one flat fee would be the best option, with a caveat that the first year is an introductory rate which will be reviewed. This gives Public Practice the flexibility to increase this fee in years 2 or 3.

A salary range of £30,000 - £50,000 has been set for a planner/ senior planner role by benchmarking this against salaries in planner and senior planner roles across Authorities in London and the East of England, and from equivalent roles in the private sector. For example a principal urban design officer in Tower Hamlets London earns £39,069 - £44,544, a senior planning officer in Cambridgeshire earns £32,164 - £39,660 and a senior planner in a private sector planning consultancy in London earns c.£35,000.

In terms of demonstrating the business case for Public Practice over recruitment agencies, a significant saving of up to 55% pa can be achieved by using Public Practice. This is before the additional IR35 new rate is taken into consideration that will be introduced from April

2017. Figures of agency costs and rates have been collated from a number of Authorities across London and the East of England to test the figures, and a scenario is set out as follows:

Recruitment of a senior planner with a base salary of £41k per annum
(Assumptions: 38 days annual leave, working 37 hours per week)

AGENCY COST

Worst case scenario: Authority using an agency (not in a framework), who use a sub-agency to find specific planning skills; charging £10,000 as a one-off cost if the Authority wants to permanently employ the candidate.

		Hourly Rate	Daily rate	Monthly rate	One-off cost	Annual
Base salary		£45.50	£336.70	£6,228.95	£0	£74,747
Prime agency (margin)	25%	£11.38	£84.18	£1,557.24	£0	£18,687
Sub agency (margin)	25%	£11.38	£84.18	£1,557.24	£0	£18,687
Temporary to permanent fee		n/a	n/a	n/a	£10,000	£10,000
Total Cost Prime agency only		£56.88	£420.88	£7,786.19	£0	£93,434
Total Cost Prime and Sub		£68.25	£505.05	£9,343.43	£0	£112,121
Total Cost Prime and temp conversion		n/a	n/a	n/a	£10,000	£103,434
Total Cost Prime, Sub and temp conversion		n/a	n/a	n/a	£10,000	£122,121

The total annual cost with retention is £122,121.

Better case scenario: Authority using an agency in a framework; charging £5,000 as a one-off cost if the Authority wants to permanently employ the candidate.

		Hourly Rate	Daily rate	Monthly rate	One-off cost	Annual
Base salary		£45.50	£336.70	£6,228.95	£0	£74,747
Prime agency (margin)	15%	£6.83	£50.51	£934.34	£0	£11,212
Sub agency (margin)	0%	£0.00	£0.00	£0.00	£0	£0

Temporary to permanent fee		n/a	n/a	n/a	£5,000	£5,000
Total Cost Prime agency only		£52.33	£387.21	£7,163.29	£0	£85,960
Total Cost Prime and Sub		£52.33	£387.21	£7,163.29	£0	£85,960
Total Cost Prime and temp conversion		n/a	n/a	n/a	£5,000	£90,960
Total Cost Prime, Sub and temp conversion		n/a	n/a	n/a	£5,000	£90,960

The total annual cost with retention is £90,960.

PUBLIC PRACTICE COST

Annual Salary (£)	Annual Salary plus on costs (£)	Employers Pensions (12%) – Annual cost	Employer NI – Annual cost	PP subscription fee	Annual
£41,827	£51,492	£5,019	£4,645	£4,000	£55,492

As demonstrated Authorities can save approximately between £35,468 and £66,629 per year on one employee going through Public Practice, which is 38% - 55% cost saving..

6.2 THE SUPPORTER FRAMEWORK

In order to subsidise the costs of Public Practice's operations, grant funding will be required from the public and private sector. A framework has been set out where Founding Partners contribute £50k+ (years 1 and 2), Partners contribute £15k (from year 3), Members £4k and Contributors provide in kind support. The relevant benefits for each of the thresholds is set out below.

These numbers have been benchmarked against similar networks and organisations such as New London Architecture, Future of London, Urban Design London, Planning Officers Society, and Planning Advisory Service.

For example NLA's Supporter framework:

- Principal Partners (a handful, including GLA): £20k pa
- Private sector partners: £5k
- Public sector partners: £4k
- Organisation membership: £1295
- Individual membership: £495
- (additional income from 'bolt on' offers of involvement in their programmes – i.e. the insight studies, events, and exhibitions)

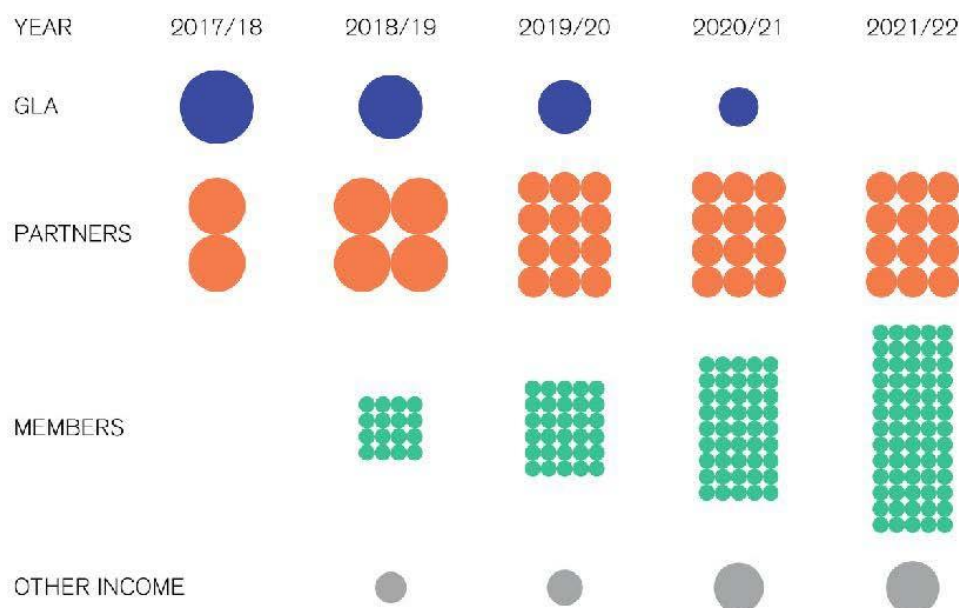
The benefits for Supporters is set out below:



6.3 FINANCIAL MODEL

INCOME AND EXPENDITURE

As set out above, a key income source for Public Practice for the first two years is grant funding from private and public sector bodies. A tapering GLA grant has been secured (dependant on certain conditions) over the next four years. The model requires a few large grant funding partners in the first two years, which then over time increases the number of partners committing smaller grant funds. Over time as the cohort increases, membership of Authorities will increase and there will be opportunities for other income such as consultancy services.



EXPENDITURE

Key expenditure for Public Practice is set out below:

EXPENDITURE	BREAKDOWN
Staff Salaries*	The cost of employing staff, including NI, pension contributions and benefits, benchmarked against GLA salaries and on costs. Covers all staff activities required below.
Rent	Building and maintenance costs.
Comms & Marketing	Branding, communication, graphics, print and all related costs. Highest during recruitment period and launch.
Website & Tech	The software and hardware to build and maintain the Public Practice online presence.
Programme Delivery	Delivering the curriculum, including speaker fees, research, training, event space.
Expenses	Reasonable expenses for both Public Practice staff and Associates.
Central Costs	Staff recruitment, training, conference attendance, subscriptions, venue hire, catering, IT software and consumables, telephone and internet, postage, freight and courier, light, power, heating, telephone and internet, office equipment, printing and stationary, computer equipment, repairs and maintenance, insurance, bank fees.
Professional Advice	Consultants, HR, Legal, Finance, accounting and audit fees.
Contingency (20%)	A prudent allowance for unknowns, considering we are establishing a startup.

* Refer to Chapter 7 for detail on Public Practice's resources

6.4 FINANCIAL PLAN

Based on the income and expenditure set out in the business model, a financial plan is set out below. This is based on a medium growth strategy of 16 Associates in years 2 and 3, 32 in year 4 and 64 in year 5.

MEDIUM GROWTH

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Target No. Associates	0	16	16	32	64

Expenditure					
Staff salaries	£86,500	£173,000	£205,000	£237,000	£237,000
Rent	£6,000	£9,000	£12,000	£15,000	£20,000
Comms & Marketing	£10,000	£20,000	£20,000	£25,000	£30,000
Website & Tech	£5,000	£5,000	£5,000	£5,000	£5,000
Programme Delivery	£5,000	£20,000	£20,000	£30,000	£50,000
Expenses	£2,500	£5,000	£5,000	£5,000	£5,000
Central costs	£35,000	£35,000	£40,000	£45,000	£50,000
Professional Advice	£10,000	£10,000	£10,000	£15,000	£20,000
Contingency (20%)	£32,000	£55,400	£63,400	£75,400	£83,400
Total Expenditure	£192,000	£332,400	£380,400	£452,400	£500,400

Income					
GLA Grant	£85,000	£65,000	£45,000	£25,000	£0
Founding Partners (c.£50k+)	£110,000	£190,000	£0	£0	£0

each)					
Partners (c.£15k+ each)	£0	£0	£195,000	£210,000	£195,000
Members (c.4k+ each)	£0	£64,000	£120,000	£180,000	£260,000
Contributors	£0	£15,000	£10,000	£7,500	£5,000
Recruitment Service	£0	£0	£10,000	£20,000	£25,000
Consultancy Service	£0	£0	£0	£10,000	£15,000
Total Income	£195,000	£334,000	£380,000	£452,500	£500,000

6.5 GROWTH STRATEGY

A low growth strategy and a high growth strategy have also been undertaken. A low growth strategy proves to be inefficient, as start-up costs are quite high and this model is more dependent on continual support from partners. A high growth strategy on the other hand will require more support from partners over the next five years, more resourcing and will need to develop other income streams like consultancy, at a faster rate.

LOW GROWTH

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Target No. Associates	0	8	16	20	24

Expenditure					
Staff salaries	£86,500	£173,000	£195,500	£211,500	£211,500
Rent	£6,000	£6,000	£9,000	£12,000	£12,000
Comms & Marketing	£10,000	£10,000	£20,000	£20,000	£20,000
Website & Tech	£5,000	£5,000	£5,000	£5,000	£5,000
Programme Delivery	£5,000	£5,000	£10,000	£15,000	£20,000
Expenses	£2,500	£2,500	£5,000	£5,000	£7,000
Central costs	£20,000	£35,000	£35,000	£40,000	£45,000
Professional Advice	£10,000	£10,000	£10,000	£10,000	£10,000
Contingency (20%)	£29,000	£49,300	£57,900	£63,700	£66,100
Total Expenditure	£174,000	£295,800	£347,400	£382,200	£396,600

Income					
GLA Grant	£85,000	£65,000	£45,000	£25,000	£0
Founding Partners (c.£50k+ each)	£110,000	£190,000	£0	£0	£0
Partners (c.£15k+ each)	£0	£0	£210,000	£240,000	£240,000
Members (c.4k+ each)	£0	£40,000	£80,000	£90,000	£120,000
Contributors	£0	£15,000	£10,000	£7,500	£5,000
Recruitment Service	£0	£0	£5,000	£10,000	£20,000
Consultancy Service	£0	£0	£0	£10,000	£15,000
Total Income	£195,000	£310,000	£350,000	£382,500	£400,000

HIGH GROWTH STRATEGY

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Target No. Associates	0	20	40	64	96

Expenditure					
Staff salaries	£118,490	£173,020	£288,478	£327,027	£378,526
Rent	£6,000	£9,000	£15,000	£20,000	£30,000
Comms & Marketing	£10,000	£20,000	£25,000	£30,000	£40,000
Website & Tech	£5,000	£10,000	£10,000	£10,000	£10,000

Programme Delivery	£10,000	£10,000	£30,000	£50,000	£90,000
Expenses	£2,500	£5,000	£10,000	£15,000	£30,000
Central costs	£20,000	£35,000	£45,000	£50,000	£70,000
Professional Advice	£10,000	£10,000	£15,000	£20,000	£20,000
Contingency (20%)	£36,398	£54,404	£87,696	£104,405	£133,705
Total Expenditure	£218,388	£326,424	£526,174	£626,432	£802,231

Income					
GLA Grant	£85,000	£65,000	£45,000	£25,000	£0
Founding Partners (c.£50k+ each)	£110,000	£190,000	£0	£0	£0
Partners (c.£15k+ each)	£0	£0	£250,000	£250,000	£250,000
Members (c.4k+ each)	£0	£80,000	£180,000	£280,000	£450,000
Contributors	£0	£15,000	£10,000	£10,000	£10,000
Recruitment Service	£0	£10,000	£20,000	£30,000	£50,000
Consultancy Service	£0	£10,000	£20,000	£30,000	£50,000
Total Income	£195,000	£370,000	£525,000	£625,000	£810,000

7. LEGAL, GOVERNANCE AND RESOURCES

This chapter sets out what kind of organisation Public Practice is and where it sits, options for legal entities, the governance model and resources required to operate it.

7.1 INDEPENDENCE

A number of factors determine what kind of organisation Public Practice is, and where it sits including the legal viability, the level of risk, how Public Practice is perceived across all stakeholders, and its own mission and vision. A number of options have been considered set out below.

EMBEDDED INTO THE GLA

Advantages

- Originally commissioned and led by GLA employees
- Has GLA stakeholder engagement including political engagement
- Back office systems are up and running
- Initial financial security

Disadvantages

- Would limit scope to geography of London, failing to address LGA objectives and opportunities for capacity building in the wider South East
- Reliance on GLA including HR infrastructure would limit long-term scalability of the programme
- Would place employment risk on GLA without any obvious direct benefits
- Clear feedback from Authorities that independence would be more politically acceptable rather than a Mayoral led programme
- Clear feedback from potential candidates that independent identity and position is more attractive

EMBEDDED INTO ANOTHER NATIONAL BODY (E.G. LGA, NESTA, FUTURE CITIES CATAPULT)

Advantages

- National remit
- Can form part of valued institution and a valued brand
- Back office systems up and running
- Initial financial security

Disadvantages

- Potential for larger organisation to influence steer and direction of Public Practice
- Perception of larger organisation will influence perception of Public Practice
- National body reduces ability to scale internationally
- Potential restriction in funding and investment models

INDEPENDENT START UP (E.G. YEAR HERE, ECHO, ACHIEVING FOR CHILDREN)

Advantages

- Fully independent of any agency or institution, with greater flexibility in business model and funding streams
- Can build a unique value proposition which focuses on the wider ambition of the service
- Establishing start-ups have become much cheaper recently. Back office systems and administrative costs likely to be lower per head than within more traditional, larger institution

- Candidate feedback is clear that start up has more appeal and greater sense of purpose

Disadvantages

- Requires higher 'seed funding' to be established
- Higher risk as value proposition still needs to be fully tested
- Requires employees skilled at running start ups

RECOMMENDATION

From discussions with potential Associates, Authorities and partners and legal and HR colleagues the recommended model is to incubate Public Practice within a national organisation for the first few years before establishing it as an independent start-up. This will enable PP to have desk space within a larger institution and gain back of office support (including legal and HR) and access to the larger network. This route was taken by Echo that spun out of LLDC, incubated within Shoreditch Trust and is now an independent social enterprise. (Refer to case study in Chapter 2).

7.2 LEGAL STRUCTURE

A number of legal options were taken into consideration including partnerships, limited partnerships, co-operatives and charities, in consultation with TfL Legal. The table below sets out a shortlist of options that are considered to suit Public Practice best.

MODEL	EXPLAINER AND EXAMPLE	ADVANTAGES	DISADVANTAGES
Community Interest Company (CIC) (can be ltd by guarantee or ltd by shares)	<ul style="list-style-type: none"> - Special types of limited companies which exist to benefit the community rather than private shareholders. - Need to justify status with 'community asset statement', 'asset lock' for social objectives only, limits to shareholder payments 	<ul style="list-style-type: none"> - Benefits from a legal structure designed specifically for social enterprises. Directors can be paid a salary, so the founders of the CIC can retain strategic control of the enterprise by sitting on the board as paid directors. - The asset lock and community purpose requirements ensure that the social mission is protected, and CICs are less heavily regulated than charities. - Public bodies may be more willing to contract with a CIC than a commercial company. 	<ul style="list-style-type: none"> - Specific provisions need to be included in memorandum or articles of CIC limited by guarantee - More traditional grant-givers may still be more inclined to support charities than CICs - CICs do not currently benefit from any of the tax advantages that charities do - Less flexible over long term, especially to change into another legal form
Company Limited By Guarantee	<ul style="list-style-type: none"> - An alternative type of corporation used primarily for non-profit organisations. - Does not usually have a 	<ul style="list-style-type: none"> - Common for social enterprises. - Liability is limited to the amount the 	<ul style="list-style-type: none"> - Incorporation formalities need to be complied with – need to lodge

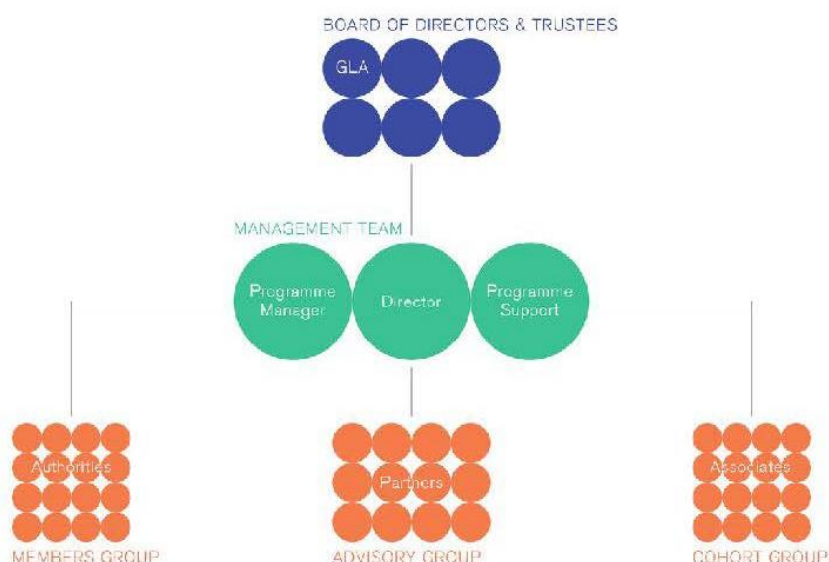
	<p>share capital or shareholders, but instead has members who act as guarantors.</p> <ul style="list-style-type: none"> - Directors or members financially back the organisation for a nominal sum. 	<p>members contribute</p> <ul style="list-style-type: none"> - No need to transfer shares every time members leave/ join. - Good for not for profit organisations as members cannot personally profit from any increased value in company. 	<p>memorandum of association.</p> <ul style="list-style-type: none"> - Company would have asset lock provisions – this would make it more difficult to transfer to new owners
Charity	<ul style="list-style-type: none"> - Exclusively for charitable purposes: include the advancement of citizenship or community development, which includes rural or urban regeneration, applicable to Public Practice. - Charitable status is separate from legal structure – charities can adopt a number of different legal structures, e.g. trusts, unincorporated associations, companies, charitable incorporated organisations, community benefit societies, etc. 	<ul style="list-style-type: none"> - Availability of tax reliefs, business rates relief, access to funding, public recognition and support. 	<ul style="list-style-type: none"> - Restrictions imposed on how charity operates, e.g. in relation to application of profit of the restrictions on charity trustees receiving financial benefits. - Can only trade in pursuit of primary objective (so would have to strictly stick to regeneration/ urban development rather than branching out).
Charitable incorporated organisation	<ul style="list-style-type: none"> - Charity can be a corporate body with a wider membership. - CIOs can employ paid staff; deliver charitable services under contractual agreement, enter into commercial contracts in its own name, own freehold or leasehold land or other property. - Must have a constitution as governing document and use the Charity Commission's model association CIO constitution (or stay very close to it). 	<ul style="list-style-type: none"> - Legal form for charity that wants to be incorporated but doesn't want to become company. - Only have to register with Charity Commission, not Companies House. 	<ul style="list-style-type: none"> - Can't distribute its surpluses to its members. - Can only apply its assets to carry out its charitable purposes. - Must operate in a way which is in the best interests of the charity.

RECOMMENDATION

From discussions with social enterprises, legal and HR colleagues the recommendation is to set up Public Practice as a Company Limited by Guarantee with an aim of setting up a charitable arm or full charitable status within the first twelve months. The reason not to set up as a charity immediately is the significant governance and audit requirements charities face, and being a charity is not critical to MVS (unless Supporters require this). However, longer-term, Public Practice will want to benefit from tax benefits, including the corporation tax relief, business rates relief, VAT exemption and gift aid, and give Supporters assurance that this is the direction of travel.

7.3 GOVERNANCE

Public Practice will need good governance to ensure that it not only meets legal requirements but it also provides supportive and effective direction. Three levels of governance has been recommended: a Board, a Management Team and Stakeholder Groups. The governance structure should be reviewed 6 monthly to ensure it is effectively contributing to Public Practice's overall objectives.



BOARD

A Board of Directors (and Trustees, subject to charitable status). The board will meet every 8-12 weeks to oversee the strategic direction of the organisation. The board will include GLA representation, and a small number of carefully selected members bringing key areas of expertise. Key to the success of Public Practice is ensuring the Board members are committed and invested in the ambition, have the right skills and bring credibility to the programme. The Founding Partners and Partners will not gain direct access to the Board of Directors, and will form another stakeholder group. There however might be a few overlaps between the Founding Partners and the Board.

MANAGEMENT TEAM

A Management Team will operate and manage Public Practice. At MVS stage, it will comprise a Director (GLA Grade 12), a Programme Manager (GLA Grade 8) and a Programme Support Officer (GLA Grade 6). The Team will meet weekly to manage the day to day running of the programme.

STAKEHOLDER GROUPS

Three Stakeholder Groups will be formed for each of the user groups, the Authorities, the Supporters and for the Associates. This will form the platform for stakeholder groups to feed to the Board via the Management Team about their experience of the programme and how it can be developed and improved iteratively.

7.4 RESOURCES

Minimum resources will be required for the MVS, and in kind support should be sought as much as possible.

PEOPLE

- Management Team comprising a Director, a Programme Manager and a Programme Support officer.
- For a start up social enterprise, it is important that all staff are fully committed to the initiative. It is essential to have a range of skills and experience within the team including the built environment, Local Authorities, government, start-ups, networking, fund-raising, business, administration, operations, people management and events organisation.
- GLA Regeneration will continue to oversee Public Practice from the GLA's perspective, managing the GLA's grant agreement, aligning it with other GLA initiatives including the Good Growth by Design agenda, and contributing to the development of the programme.

PREMISES

- Space for up to three desks and wifi

EQUIPMENT

Essential

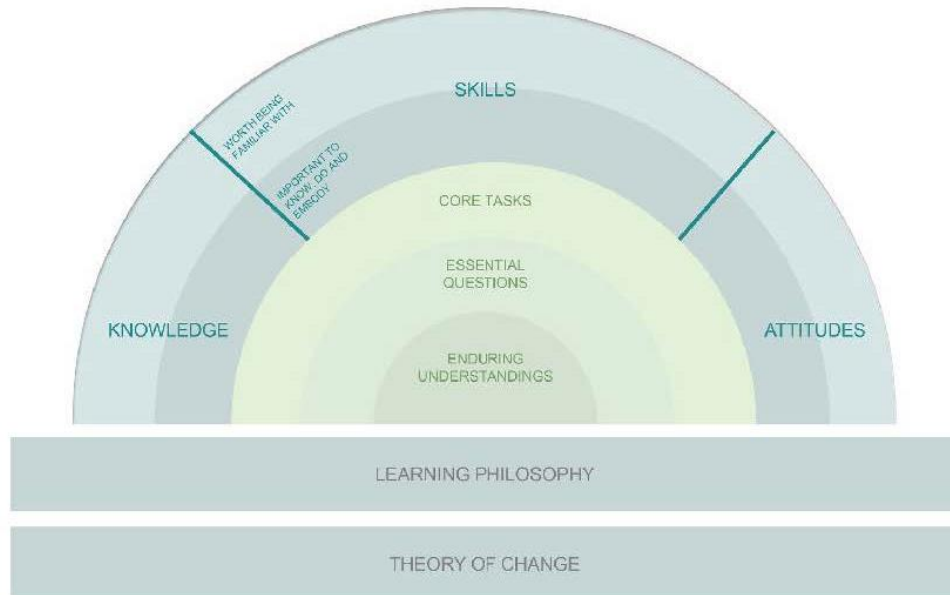
- A personal computer
- Smartphone
- Office suite software
- Cloud storage (free via Google Docs; £600 for five licenses/yr for Dropbox)

Desirable

- Slack (free for low volume)
- Trello (free)
- Google Docs (free)
- Xero (accountancy) <https://www.xero.com/uk/pricing/> (£10/m)
- HR Software: Charlie HR recommended [<https://www.charliehr.com>] (free);

8. CURRICULUM, KNOWLEDGE & COHORT PROGRAMME

This chapter sets out the wider ambitions of the associate's learning experience 'on the job' and the 10% of associate's time set aside for development and research. The curriculum and knowledge is primarily meant to sit 'behind the scenes' but structures the programme. The curriculum map below sets out the key components of the curriculum; the learning philosophy, the enduring understandings, the core tasks, the knowledge, skills and attitudes.



8.1 LEARNING PHILOSOPHY

The learning philosophy frames the wider questions and philosophy of Public Practice that underpins the curriculum

- We learn from experience - and reflection on that experience.
- The most powerful learning takes place in the real world.
- We learn from the people around us.
- Powerful learning experiences are directed by the learner.
- Learning is as much about giving as it is about receiving.
- Failure is inevitable and useful.
- Debate, difference and disagreement are a critical part of our practice.
- As we learn, we produce value for the outside world

8.2 ENDURING UNDERSTANDINGS

Enduring understandings are statements summarizing important ideas and core processes that are central to a discipline and have lasting value beyond the 'classroom'

- The public sector can be bold and enterprising
- There is a proud history of the public sector driving innovation and excellence. The state is not only about maintaining the status quo.
- Good planning creates new opportunities
- Planning is for the public good and planners work in the public interest

- The job of the planner is about more than saying yes or no. We create the conditions for change that wouldn't have happened otherwise.
- The rules can be designed
- Bureaucracy is not a constraint on creativity – it is a field for creativity in its own right. Even meeting minutes, procurement processes, or legal clauses can be opportunities for good design.
- Shaping the built environment means shaping decision-making
- There is no point designing the right answer to the wrong brief. Design expertise is needed further upstream to influence the decisions which have the greatest impact on places.
- Places are made by people
- Planning is as much about working with people as working with places. It must be based on the understanding that different individuals and organisations have different interests and agendas.

8.3 ESSENTIAL QUESTIONS

Through practice how does one balance opposing priorities such as:

- Making an immediate impact / Plan for the longer-term
- Upgrade hardware / Programme software
- Change from the inside / Agitate from the outside
- Take control / Give freedom
- Enable others / Do it yourself
- Risk / Playing Safe
- Comply / Challenge

8.4 CORE TASKS

Core tasks that all Associates will be expected to do 'on the job':

- To manage a complex set of external stakeholders towards an excellent outcome
e.g. Gaining consensus from multiple stakeholders on a contentious plan.
- To identify and analyse issues and initiate and establish an improvement to the system
e.g. Developing a new protocol for a Local Authority
- To make a tangible difference to the physical environment
e.g. Delivering a meanwhile use in a vacant space
- To initiate cross-departmental working that leads to a positive outcome
e.g. Creating a working group of officers from various departments to develop a new strategy
- To create research or recommendations that influence policy
e.g. Build a quantitative or qualitative evidence base to justify recommendations leading to a change in policy

8.5 MENU OF TASKS (LONGLIST)

A longlist of tasks has been compiled to assist Authorities and Associates to tailor the learning objectives and job description during the placement. It is expected that in addition to the core tasks, an additional two tasks will be selected from each of the headings:

	CONTRIBUTE TO/ INSTIGATE/ SUPPORT/ DELIVER
--	--

POLICY/ STRATEGY RESEARCH/ PROJECT SCOPING	A local economic study/ strategy
	Socio-economic research and data analysis to inform policy and place plans
	Design policy
	A new design guide or design code (e.g. residential, public realm, estate regeneration, workspaces, town centres, assisted living, educational, cultural etc)
	Local Plan
	An SPG
	A cultural strategy
	A masterplan
	A community engagement strategy
	Asset map (e.g. heritage, community, public sector ownership)
	A brief for a strategy/ research/ capital project
	Capacity study (e.g. council owned sites)
	Funding bids (e.g. GLA, TfL, HLF, DCLG, DfT etc)
	Sustainability
	Public Health (e.g. healthy streets)
	Social integration
COMMUNICATION/ ENGAGEMENT/ ADVOCACY	Inward investment
	Graphic design/ comms strategy (e.g. for a programme, borough initiative)
	A public/ external presentation
	An event
	A new participation technique (e.g. public voting)
	Promotional material about a place
	Community engagement (e.g. Neighbourhood Forums, community groups)
	Public consultations
	Crowdfunding projects
	New technology/ digital tools (e.g. GIS mapping, user friendly online consultations)
ENABLING/ FACILITATION	A design review panel (e.g. internal cross departmental or external)
	Approvals/ negotiating decision making process
	Procurement for design teams
	Cross departmental team (researching new need, strategy, delivery)
	Upskilling sessions for council teams, officers, members (e.g. site visits, workshops, lectures)
	Design workshops during pre-apps and inhouse place projects
	Area specific co-ordination panels (e.g. internal and external stakeholders)

	Council response to national and regional consultations
DELIVERY	Creative and cultural programming
	Public realm design
	Meanwhile activation projects
	Client side advice on council led projects
	Project management for a place based project
	Development briefs
	Planning briefs
	Procurement of development partners
	Feasibility studies in house/ capacity study
	Intelligent clienting
	Architectural design
	Procurement of design teams (e.g. capital projects, strategies, research, identity)
	Compulsory Purchase Orders/ Land assembly
	Viability/ Infrastructure investment
PLACE MANAGEMENT	Design advice on pre-applications, development proposals, to other teams
	Conservation Area appraisals and management plans
	Heritage at risk register/ action
	Conservation advice on pre-applications
	Local list review
	Pre-apps for major, significant planning applications, inform officer recommendation
	Planning committees
	Planning cases and applications management
	Place based development management and co-ordination
	S106 negotiation and fraffing clauses
	Town centre management (business support, BIDS, town teams)

8.6 SUPPORTING KNOWLEDGE

Important to know

- Planning
- Regeneration and Economic Development
- Urban Design
- Project Management (e.g. Agile)
- Public Sector processes (e.g. decision making and procurement)

Worth being aware of

- Planning Policy
- Development Management
- Public realm and landscape
- Budgets and finance
- New digital tools and technologies
- Housing and estate regeneration

- Public and community consultation
- Architecture
- Viability and development economics
- Impact measurement
- Political framework
- Legal framework
- Economic context
- Sustainability
- Specialist planning e.g. heritage, transport, environmental etc.

8.7 SUPPORTING SKILLS

Important to be able to do

- To appreciate and hold multiple perspectives (especially the public and the political)
- To be a polyglot, adopting different languages to work with different stakeholders
- To oscillate between the big picture and the detail
- To envision change in the short, medium and long term
- To work with a place and its diverse stakeholders

Worth being aware of

- To identify and forge useful connections between stakeholders
- To envision the impact of your decision, 4 or 5 steps ahead
- To use visual communications in a compelling way
- To convey ideas verbally in a convincing way
- To write a persuasive decision paper or funding bid
- To identify and forge useful connections between stakeholders
- To manage expectations, especially where there are conflicting views

8.8 SUPPORTING ATTITUDES

Important to embody

- Public Service
- Excellence
- Humility
- Fascination with places
- Commitment to diversity and equality

Other useful qualities

- Professionalism and ethical behaviour
- Resilience
- Political interest and passion
- The belief that 'nothing is boring', that there is craft and creativity in the most prosaic of tasks
- A polymath tendency, courageously diving into new fields of expertise
- A workaround mind-set, not accepting barriers as permanent
- An entrepreneurial spirit, creating new opportunities to make better places

8.9 PEDAGOGY

The curriculum will be delivered primarily through the following core programme components:

CORE Component	Detail	Who benefits?				
		Associate	Whole Cohort	PP	Supporters and Members	General Public
Self-directed assignments						
Publish a research report	on a subject relevant to their LA or sponsored by a Supporter	✓	✓	✓	✓	✓
Produce an event	in their LA and invite colleagues, cohort, members, Supporters, potential new Associates and the public	✓	✓	✓	✓	✓
Give a talk / seminar	to help think through learning and develop their own views	✓		✓	✓	✓
Training (formal and informal)	on skills, knowledge and attitudes	✓	✓			
Design Charrettes	on places, projects or topics proposed by members or Supporters	✓	✓		✓	
Crits	on ongoing work to develop critical learning and communication skills	✓	✓			
Mentoring	by leading built environment practitioners	✓	✓		✓	
Group reflection	to share issues and questions in a supportive environment	✓	✓			
Online wiki	to maintain a live and shared resource to capture collective intelligence such as best practice	✓	✓	✓		

Other pedagogical methods will include:

Type	Method	Detail
Input	Expert surgeries	for Associates to receive specialist 1:1 advice from experts in the PP network
	Site visits	to relevant development sites and design studios to expand awareness of best practice
	Speaker sessions	sharing their expertise with Associates, with Chatham House rules applied
Reflection	Co-coaching (peer to peer)	between PP Associates, could be integrated into a buddying scheme
	Informal reflection	to chat about shared experiences, planning challenges contentious topics, etc – in the pub, park or café
	Blogging and social media	to help PP Associates process their experiences and perspectives – and share their learning with the outside world
	Debate	Also serves as a brand-building tool for PP as an organisation as a tool to enhance critical awareness of key discussions in the field of planning
Self-directed personal development	Personal reflection	in a log book, professional development plan and CPD record
	Online research	reading articles, watching online talks and/or listening to podcasts
	Expert meeting	self-generated meetings with experts in the planning fields
	Events	including attending non-PP events, seminars and talks in related fields
Community-building	Studio sessions	for PP Associates to pursue self-directed projects
	Peer-to-peer teaching	of sessions/seminars led by and designed for PP Associates
	Online forum for each cohort	for example, slack or yammer
	Networking drinks	for PP Associates to form tighter bonds

8.10 KNOWLEDGE SHARING TOOLS

- Slack Groups for discussion and file sharing
- Google Docs for co-working
- Google Drive for file storage
- Trello for project planning
- Wiki page for developing Public Practice offer
- Medium group for blog writing
- Events within the network for Show and Tell

9. IMPACT AND PERFORMANCE

The following has been designed to identify the key outputs and outcomes which will be captured for Public Practice. It also defines how these should be quantified and verified. The purpose of this is to successfully define the core outputs and outcomes which relate to the programme, and to set out an approach to appraising the impact of Public Practice as whole. This guidance is therefore intended to assist potential Associates/cohorts and host organisations in how to structure placements for maximum effect and efficiency.

8.1 OUTPUTS & OUTCOMES

Outputs are specific and quantifiable benefits and frequently represent a step towards achieving successful outcomes. Outputs are usually attached to milestones which are determined by timescales. Outputs must be clearly defined in order to quantify impact delivery and measure the benefits accruing from any endeavour. Without clearly defined outputs, Public Practice will be difficult to analyse and evaluate.

Outcomes are the result of outputs (i.e. they are longer term measures). The value of any project cannot be measured without defining success. It requires focus on outcomes. Outcomes are the events, occurrences, or changes in conditions, behaviour, or attitudes that indicate progress toward a project's goals. Outcomes are specific, measurable, and meaningful. The three overriding outcomes that will drive the Public Practice programme are:

- Shaping Better Places: A fairer and higher quality everyday built environment for all
- Building Capacity: A bold and innovative public sector with the capacity and capability for successful planning
- Changing Perceptions of Planning: A higher regard for the work of planning and a wider understanding about its importance in improving people's lives

In terms of participants in the Public Practice programme (be they Associates or host Authorities) the three overriding objectives that will drive our vision of their experience and how they benefit from the programme are as follows:

- A strong cohort identity and culture
- Increased Associate quality and capability
- High satisfaction towards placement and Public Practice's service and offerings

These six objectives are matched by a fundamental requirement that Public Practice become a sustainable business with increased industry and recognition. The following performance indicators will enable us to measure progress against these core objectives:

8.2 PERFORMANCE MEASUREMENT FRAMEWORK

PERFORMANCE MEASUREMENT			
Theme objectives	Outcome/output measure	Definition	Verification
Satisfaction	Associate satisfaction	Satisfaction in placement.	End Surveys of Associates.
	Local Authority Satisfaction	Increase in satisfaction levels in Public Practice Authorities.	Start and End Surveys of Local Authority staff.
	Supporters satisfaction	Satisfaction of Public Practice's offers.	End Surveys of Supporters.
Growth	Cohort growth	Increase in number of Associates.	Count verification comparing baseline position at beginning to end.
	Authorities growth	Increase in number of Authorities.	Count verification comparing baseline position at beginning to end.
	Supporters growth	Increase in number of Supporters.	Count verification comparing baseline position at beginning to end.
	Sustainable business	Increased running balance of expenditure minus income.	Account balance.

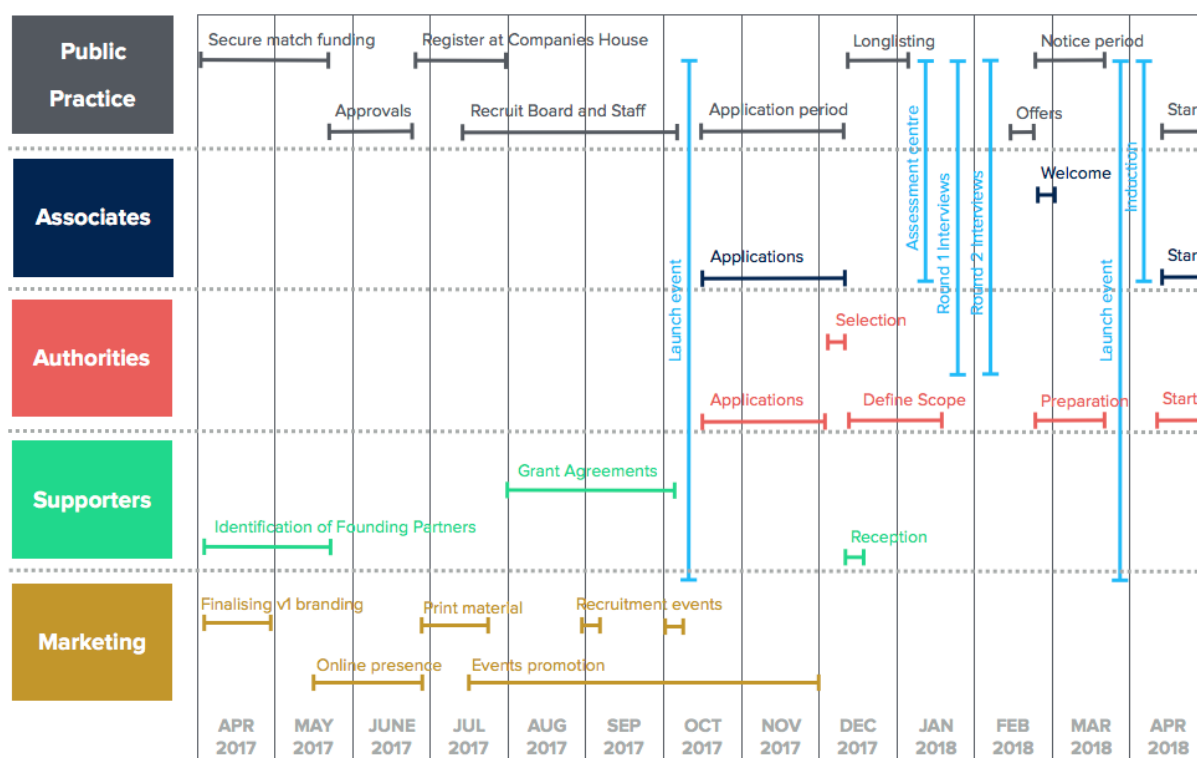
8.3 IMPACT MEASUREMENT FRAMEWORK

Theme objectives	Outcome/output measure	Definition	Verification
Changing perceptions of planning	Press coverage	Increase in positive media coverage regarding planning sector in authorities hosting Public Practice Associates.	Count verification using google news analysis.
	Social media reach	Number of social media followers / imprints, website hits.	Count verification, google analytics.
	Awards & prizes	Public Practice Associates or Authorities hosting Associates receive awards for planning or design.	Count verification.
	Job applications	Applications made to Public Practice, and to vacancies advertised by Public Practice.	Count verification.
Building planning capacity	Jobs created	Jobs created by authority for Public Practice associate.	Confirmation from employer.
	Research shared	Number of reports/ research documents created as part of Public Practice.	Count verification.
	Diversity of associates	% of cohort BAME, LGBT, Women	Count verification compared to industry standard.
	Associates retained	Number of Associates made permanent employees by host Authorities.	Count verification.
Shaping better places	Planning applications	Number of planning applications processed	Count verification
	New/improved homes	Number of homes unlocked or quality improved by Associates.	Count verification.
	New/improved public realm	Amount of public realm delivered or quality improved by Associates.	Count verification.
	New/improved civic infrastructure	Amount of civic infrastructure delivered or quality improved by Associate.	Count verification.
	Public engagement	Number of stakeholders, community members, industry members engaged via events, public consultation, workshops etc.	Count verification.

10. RISK

RISKS	MITIGATION	PROBABILITY 1= low 4 = high	IMPACT 1= low 4 = high	RAG
Match funding requirements are not met	GLA funding has been allocated for year 1, subject to obtaining funds from Supporters. Early engagement with Supporters has been undertaken, and commitments are underway.	2	4	R
Unable to resource PP	Director of PP has been agreed in principle. Skills required for other staff are outlined in this business plan.	1	4	A
Charity unable to be established in year 1	A sum for legal and other professional advice has been allocated to set up PP.	2	2	G
Slow uptake in year 1	Alternative growth strategies and a comms and marketing strategy are included in this business plan. Early engagement with Associates and Local Authorities is underway.	2	3	A
Any reliance on grant funding may be difficult to sustain over the longer term	Business plan assumes tapering of grant funding, and shift from a few large funders to the more robust model of a large number of smaller funders.	1	3	A

11. DELIVERY AND NEXT STEPS



KEY DATES

30 th June	GLA Approvals
31 st July	Supporter funding secured (including GLA)
31 st July	Public Practice established as a legal entity
7 th September	Board appointment
30 th September	Public Practice recruitment
31 st October	Public Practice Launched
20 th December	Applications closed
31 st January	Associate offers made
1 st April	Placements begin

12. APPENDICES

- i. Local Authority Experience Map
- ii. Associate Experience Map
- iii. Supporter Experience Map
- iv. Curriculum Programme
- v. Equality and Diversity Framework
- vi. Template 1_Placement Role Profile/ Job Description
- vii. Template 2_Job Description for Public Practice post (Programme Manager)
- viii. Template 3_Three Way Partnership Agreement
- ix. Template 4_Terms of agreement with mentors/ delivery partner (Consultancy basis)
- x. Template 5_Terms of agreement with Supporters
- xi. Template 6_Terms of reference for the Board
- xii. Template 7_Induction Package