

House

Public Policy Design

Infrastructure is more than just a bolt on Integrating Croydon's key drivers of physical change

Croydon has one of the biggest growth agendas in the country. A new corporate strategic framework, built around the *We Are Croydon* Vision, and a new organisational structure within the council have created a challenging environment for Croydon's planners, urban designers and delivery partners.

House was invited to put forward a delivery framework for Croydon's Spatial Planning team that would integrate the Local Development Framework Core Strategy and Croydon's Infrastructure Delivery Plan.

Why the need for change?

Croydon's Corporate Management Team needed a coherent, credible and deliverable strategy to deliver transformational change across the borough. How could planners deliver this within the Local Development Framework, ensuring the spatial vision made it off the drawing board and into the 'world out there'?

Infrastructure Delivery Plans are the delivery mechanism for the Core Strategy, and they need to be 'more than just a bolt on', more than just an appendix to the main strategy. Croydon's Infrastructure Delivery Plan has become a vital part of ensuring the spatial vision for Croydon is deliverable. The Infrastructure Delivery Plan is a powerful and materially important document.

Managing such a complex policy programme amidst the unsettling changes set off by the current economic climate may have been an overwhelming challenge.

“House's approach has helped us improve our output, efficiency and the quality of our work. Working at this time of change without the structure and project management discipline would have been very difficult indeed”

Mike Kiely

*Director of Planning and Building Control
London Borough of Croydon*



Without a clear structure, the creativity and hard work of the Spatial Planning team could have been squandered. The danger was that introducing a new programme management methodology could have been seen as an overhead by the Spatial Planning team.

Within the programme and project structure embedded by House, Croydon's spatial planners have responded excellently.

The benefits of the new approach have included:

- Building of organisational capacity to delivery a complex, corporate policy programme
- The alignment of the Core Strategy and Infrastructure Delivery Plan with Croydon's £400 million Capital Strategy and Capital Investment Portfolio
- A pared down programme and project management methodology appropriate to the task at hand
- Real momentum as a result of the buy in from, and ownership by the Spatial Planning team.

House worked with leaders throughout the organisation – from the Corporate Management Team to Spatial Planning. Working across these stakeholder groups, we have embedded an integrated Core Strategy and Infrastructure Delivery Programme.

Forging lasting and trusting client relationships has been central to the delivery of a complex



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The next few years provide an opportunity to recast local public services.

If you would like to discuss the opportunities and challenges your organisation face, our directors would be happy to talk with you.

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