

DISTILLATE

Improved effectiveness of organisational
delivery

Funding of local authority transport and
land use projects

Final workshop of the DISTILLATE programme
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TRL

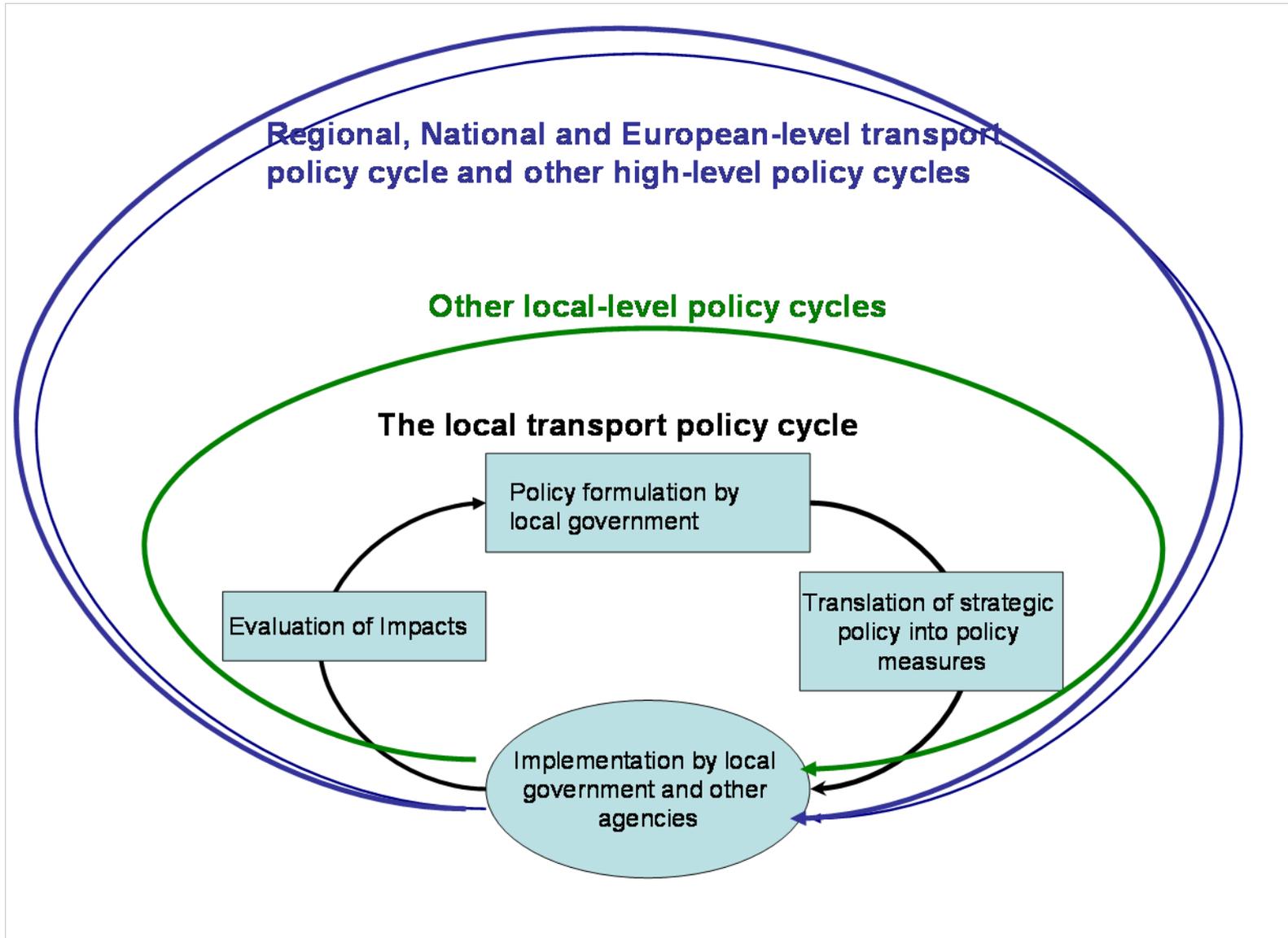
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Improved effectiveness of
organisational delivery

Contextualisation

- Decision making and implementation have become increasingly complex
- In the UK the public sector has become fragmented
- Increased role for the private sector, NGOs, and members of the public
- Overcoming internal cultural and structural boundaries within local authorities
- Working with external stakeholders
- Using best available evidence

Contextualisation



Improved effectiveness of organisational delivery (practitioner-led): 3 Aims:

1. Understand barriers between local authority officers and external stakeholders and suggest ways in which these may be overcome
2. Suggest solutions to internal barriers in LA policy cycle, leading to more sustainable outcomes in decision making and implementation
3. Increase uptake of evidence-based approaches

Case Studies

Study 1: The City Council - How the city centre was redeveloped through a partnership comprised of both the public and private sectors

- Importance of trust and ultimately relinquishing control for a shared agenda
- Importance of management structure & organisation
- Importance of 'political windows'

Case Studies

Study 2: The Passenger Transport Executive (PTE) -

How the PTE worked with PCTs and numerous other public sector bodies to develop and now work towards LTP2 targets

- The importance of champions at a range of policy levels
- Time & resources allocated
- The value of shared goals and objectives or mandatory requirements

Product: A Guide to Cross-Sectoral and Intra-Organisational Partnership Working

- Aimed at local authority practitioners - overcoming the barriers to more meaningful partnership working and delivery.
- Explores the key principles that have some bearing on effective delivery of policies:
 - a great deal of the work involved in the planning and delivery of transport partnering with other individuals in the same organisation and / or with other organisations, often in quite complex arrangements.
- Success of intra- or cross-organisational working depends on the management - not just of the technical side of the project but also of the partnership itself:
 - how the partnership is constituted,
 - the quality of the relationship among the partners,
 - who takes the lead on different aspects and
 - how the partners engage with each other can all affect how well the project is delivered.

A Guide to Cross-Sectoral and Intra-Organisational Partnership Working

What the guide is:

- A tool to help practitioners
- Designed to answer questions which have been raised
 - By Practitioners
 - through the Scoping Study
 - through our own primary research
 - Through literature review (& gaps in the literature)
- Clear & succinct

A Guide to Cross-Sectoral and Intra-Organisational Partnership Working

What the guide is not:

- ... a comprehensive toolkit to 'teach' practitioners what to do and how to do it.
- Instead the Guide presents all the necessary information in one package and points to the toolkits they will need and suggests to practitioners 'how to think' about partnership working.

Structure of the Guide

1. Comparative analysis of selected literature
2. Use of decision trees (4/6 layers) to guide
3. Use of case studies (3 + 2)
4. Short in length - 24 pps (18 pps text)
5. Available online with links to other online resources
6. Builds on Project reports (x2) and LFA

Use of a decision tree to communicate information

- All decision trees lead to:
 - Options
 - 5 options for partnership
 - Other resources
 - such as the Decision Makers' Guidebook

Decision tree

Level 1: Do you have sufficient power and information on your own to make a high-quality decision?

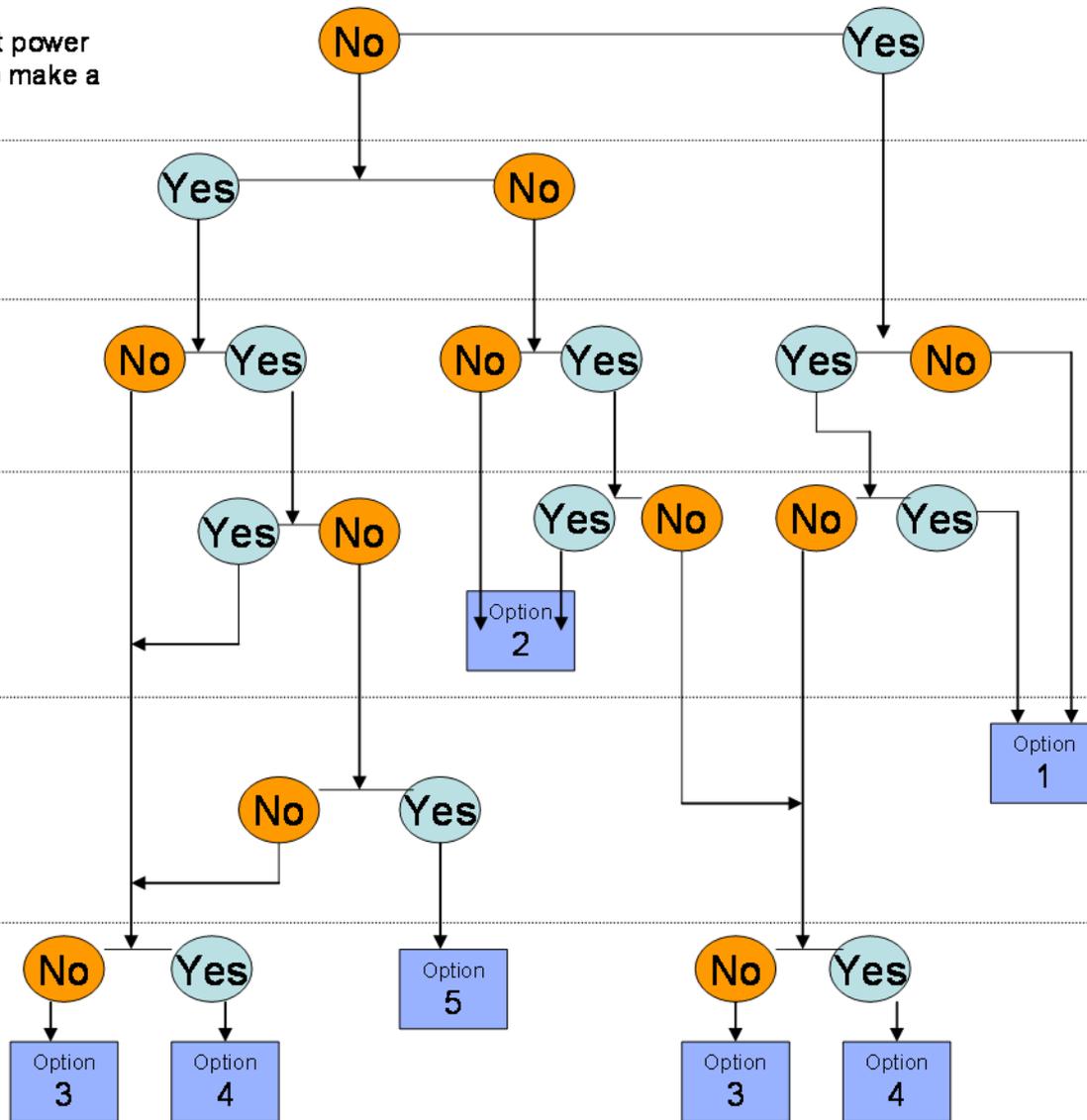
Level 2: is the problem such that there are spaces for alternative solutions?

Level 3: is public and stakeholder acceptance critical to effective implementation?

Level 4: is public and stakeholder acceptance assured even if you make the decision in camera?

Level 5: are stakeholders and the public willing to engage in dialogue in order to reach agreed measures?

Level 6: would the quality of others' inputs to your process be improved if learning occurred amongst all stakeholders?



'Options' for Partnership working

1. Expert alone solves problem
2. Expert seeks outside information but makes decision her/himself
3. Expert releases power to decide on solutions to predetermined problem(s)
4. Expert releases power to define problem and find solution
5. Full Partnership (devolved responsibility)

Findings: Enabling and maintaining partnerships (structure)



- Champions at all levels and in each sector;
- Good internal communications;
- Powers and tasks should be reallocate-able within the partnership
- Decisions taken at the centre in a transparent manner;
- Good formal & informal contact between staff;
- Clear link between the agendas of the participating actors and agencies
- A business approach rather than a 'bureaucracy' approach

Findings: Enabling and maintaining partnerships (process include)



- Agreement as to the nature of the problem, similar ‘world view’;
- Actors and agencies both need partnership working admit risk of failure without the partnership;
- Partners need access to full information on the consequences of their choices
- Successes should be recognised and built upon to create institutional learning;
- Partnerships need political support;
- Evidence should be separated from politics;
- More cross-sectoral assessment tools are needed for use by cross-sectoral partnership actors.

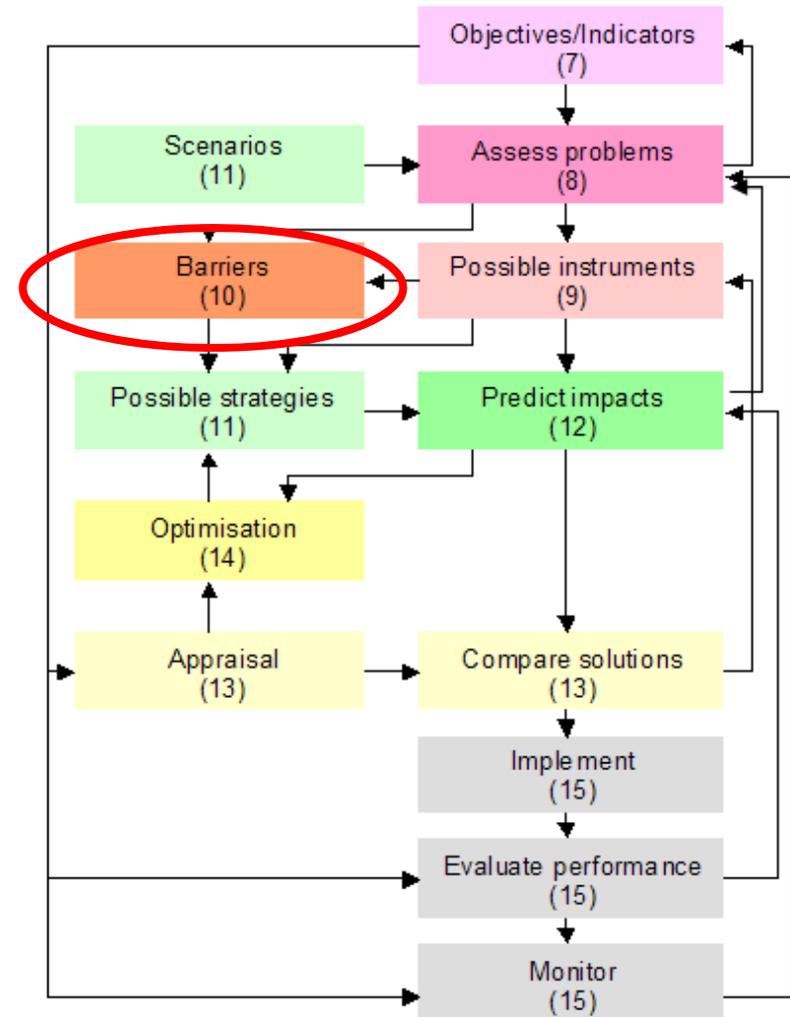
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Funding of local authority transport and land use projects

Funding of Local Authority Transport and Land Use Projects

Objectives:

- Understanding the implications of
 - Different funding sources
 - Different funding strategies
 - Different contractual arrangements



Work undertaken in DISTILLATE funding project

- Literature Reviews
- Funding workshop – Local Authorities
- Case Study Local Authorities:
 - Showcase Bus Route
 - Housing Development and Associated Transport Provision
 - Cycle/Shared Use Route
 - City Centre Redevelopment
 - Airport Rail Link

Barriers to funding identified and explored

- Institutional, Technical and Political Barriers:
 - Overcoming the organisational constraints of a lack of staff time and resources
 - Dealing with high levels of funding uncertainty
 - Overcoming the constraints of narrow leadership interests and political will
 - Complimenting the technical capabilities of tools and officers
 - Effectively managing partnerships
- Funding Specific Barriers:
 - Addressing the ‘capital-rich revenue-poor’ mismatch
 - Effectively managing the potentially adverse impacts upon local transport priorities of funding streams which relate to national transport priorities
 - Overcome the difficulties relating to funding ‘soft’ transport schemes

Case Study Experience: Showcase Bus Route

Revenue Funding

- Use of high quality materials (capital outlay)
- Bus Shelter advertising contract
- Maintenance of shelters, weatherproofing, line repainting

Case Study Experience: Housing Development

Revenue Funding:

- Developer Contributions – Tariff system
- Bus service operational since Oct 2005
- Developers are yet to commence work
- Council are currently funding operation costs and expect to be reimbursed in the future



Case Study Experience: City Centre Redevelopment, including transport improvements

Formation of Partnerships:

- Set up an Urban Regeneration Company (URC): City Council, Regional Development Agency, National Development Agency
- Considered instrumental in the success of the project
 - Identifying and obtaining funding from a variety of sources (e.g. regeneration, historic/cultural funds
 - would not be possible without the involvement of wider partnership)



Case Study Experience: Cycle/Shared Use Route

Revenue Funding

- Scarce availability of funds leads to them being stretched - results in lower quality routes with future revenue implications.
- Off-highway route – barrier to funding
- Bank and hedgerow maintenance contract



Delivering 'soft' schemes

- Total cost just over £2m - funded route extension with in excess of 25 funding sources (between £250 and £250,000)
- Walking and cycling - often much smaller scale
- Part of the problem appraisal of such schemes
 - Difficult to adequately assess the benefits such as health, security and access

Other Funding Issues

- Requirement to be 'innovative' in scheme development to achieve funding:
 - Funding does not often apply to much needed 'simpler' schemes which would help to meet LTP and wider objectives
- Importance of political support/will:
 - Essential in the funding and implementation process
 - Needs to be consistent over time
 - Funding can fluctuate with political commitment
- Time constraints:
 - Time taken to prepare bids, restricted
 - Timescales imposed on certain funding sources (particularly problematic when schemes are part-funded/match funding required, and remainder of funding needs to be obtained before scheme can be implemented)
 - Can lead to original funding being lost



Distillate 'Funding' Products

1. Funding 'Toolkit'
 - Addressing funding barriers and potential solutions
2. Guidance Note for Funding Agencies
3. Assessment of the Implications of Funding mechanisms

1: Funding Toolkit

- Aimed at Local Authorities
 - *Section One:* Barriers to identifying and obtaining funding
 - *Section Two:* Overcoming barriers to identifying and obtaining funding
 - *Section Three:* Funding Considerations by Scheme Type
 - *Section Four:* Mechanisms to obtain and effectively utilise funding – partnerships / private sector

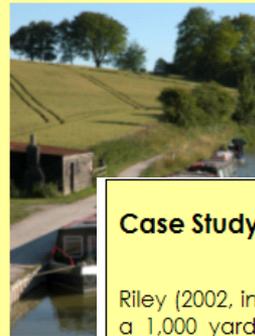


Appendices: Funding Sources and Case Studies

- European Union
- UK Central Government
- UK Regional
- Government Agencies and Organisations
- Charitable Organisations and Trusts
- Private Sector
- Innovative Funding Sources

Case Study E2: Waterways Trust - Droitwich Canals Restoration

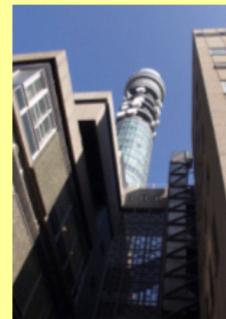
The Droitwich Barge Canal and Droitwich Junction Canal are undergoing restoration as part of a £11.5 million project - £1 million of which will be funded by the Waterways Trust. The rest of the funding is coming from Heritage Lottery Fund State One support (£4.5 million), and Advantage West Midlands (£5 million) (Waterways Trust, 2006a).



The scheme will involve linking the Worcester and Birmingham Canal with the River Severn, thereby enhancing the accessibility and integration of the waterways. The project will also involve upgrading the walkways around the canal route, and creating a new link under the M5. It is envisaged that the scheme will lead to urban and rural

Case Study G3: Land Value Tax - Jubilee Line Extension

Riley (2002, in Wetzel, 2005) calculated the total land value increase that arose within a 1,000 yard radius of the JLE extension. He found that these land values alone



increased by £13 billion when construction cost £3.5 billion. Riley suggests that some of this wealth should have been collected by the government in order to fund the project. An independent study carried out by Transport for London, also estimated that between 1992 and 2002 the JLE caused land values to rise by £2.8 billion close to two of the 11 new stations (Southwark and Canary Wharf). The extension could have been paid for by the land value increase, but instead it was paid for from taxation (with the exception of two small contributions). One of these contributions was from the owners of Canary Wharf to the value of £180 million – only a fraction of the amount that they gained as a

result of the transport investment. Other developers and landlords along the route did not, however, contribute anything despite having seen the value of their properties double, and in some cases quadruple.

2: Guidance to Funding Bodies

- Guidance aimed at funding bodies
- Aims to identify and examine funding barriers faced by LAs and the potential implications this may have on organisations and resultant schemes
- Where appropriate, recommendations on improvements to funding mechanisms will be made
- The guidance note will be based on:
 - Barriers work undertaken in Projects A and D;
 - Project E case study and toolkit research; and
 - Discussions with local authorities during the Project E Funding workshop

3: Assessment of the Implications of Funding Restraints

- Build upon the two earlier products (E1 and E2),
- Examine the implications of various funding restraints/barriers.
- In some cases, the funding source itself can distort the planned scheme:
 - may be in terms of objectives the scheme is trying to meet being altered to obtain funding from a particular source, or
 - the availability of funding sources to fund particular scheme types leading to favouring ‘hard’ schemes over ‘soft’ ones.
 - Links to option generation

Questions?

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