

SHAPING PLACES FOR THRIVING COMMUNITIES

Strategic Plan 2020 - 2023

ADEPT

The Association of Directors of Environment, Economy, Planning & Transport

SHAPING PLACES FOR THRIVING COMMUNITIES

ADEPT represents place directors, the place-making strategists and policy shapers across county, unitary, metropolitan and combined authorities.

Our members deliver the universal frontline services we all use, ensuring limited resources are deployed effectively to support our communities and create vibrant, sustainable places.

A place is a complex system of people, natural and built environments in which we live, learn and work. ADEPT members design and deliver the long term strategies and policies that ensure healthy, resilient communities thrive and businesses can operate productively.

Our membership includes local enterprise partnerships, sub-national transport bodies and corporate partners drawn from key service sectors, collaborating effectively to create places that work for all.

ADEPT members shape our social, economic and environmental frameworks. We respond to the changing needs of our environment and communities through strategy, integrated infrastructure, service provision and partnership.

Our greatest strength lies in our networks, bridging the gap between local and national governments, public and private sectors. We operate across boundaries, not within silos, bringing partners together to make the case for place.

We live in a rapidly changing world. The UK is at a point of transition towards a future shaped by clean growth, digital innovation and a changing climate and one where our relationships with the European Union and the rest of the world are shifting.

ADEPT's vision - Place shaping for the future

ADEPT members are not only responsible for providing place-based services now; they design strategies and invest in infrastructure for the future, laying the foundations for the communities we need to become and addressing the impacts of climate change.

ADEPT's priorities - People, Planning & Place

Places must work for the people that live in them. For ADEPT, successful infrastructure is more than hard engineering; it provides the social, economic and environmental systems that support thriving communities in difficult times.

ADEPT 2020-2023 - Delivering services and supporting communities

Reducing carbon emissions and planning for the effects of climate change require urgent action. Our partnerships enable us to remodel our transport systems, deliver effective waste and resource management and transform our services, targeting investment based on need. Providing services that support thriving communities means securing long term funding certainty to support place alongside care. It is those well-being and place based economic, infrastructure and environmental services that will prevent demand growing exponentially in our care services in the short, medium and long-term.

ADEPT to 2030 - Bringing local delivery to national planning

All growth needs to be clean growth. Creating communities that work for all relies on localised decision-making aligned with national strategy and funding certainty post-Brexit. Integrated sub-national industrial, economic, digital and environmental strategies must make the case for place, investing in infrastructure, skills and natural capital and confident of effective government support.

ADEPT beyond 2050 - Creating the places of the future

Tackling the challenges of climate change, employment, housing and population growth requires vision, leadership and innovation. ADEPT members are working now to meet the future, harnessing the power of big data to adapt to change and power new ideas.



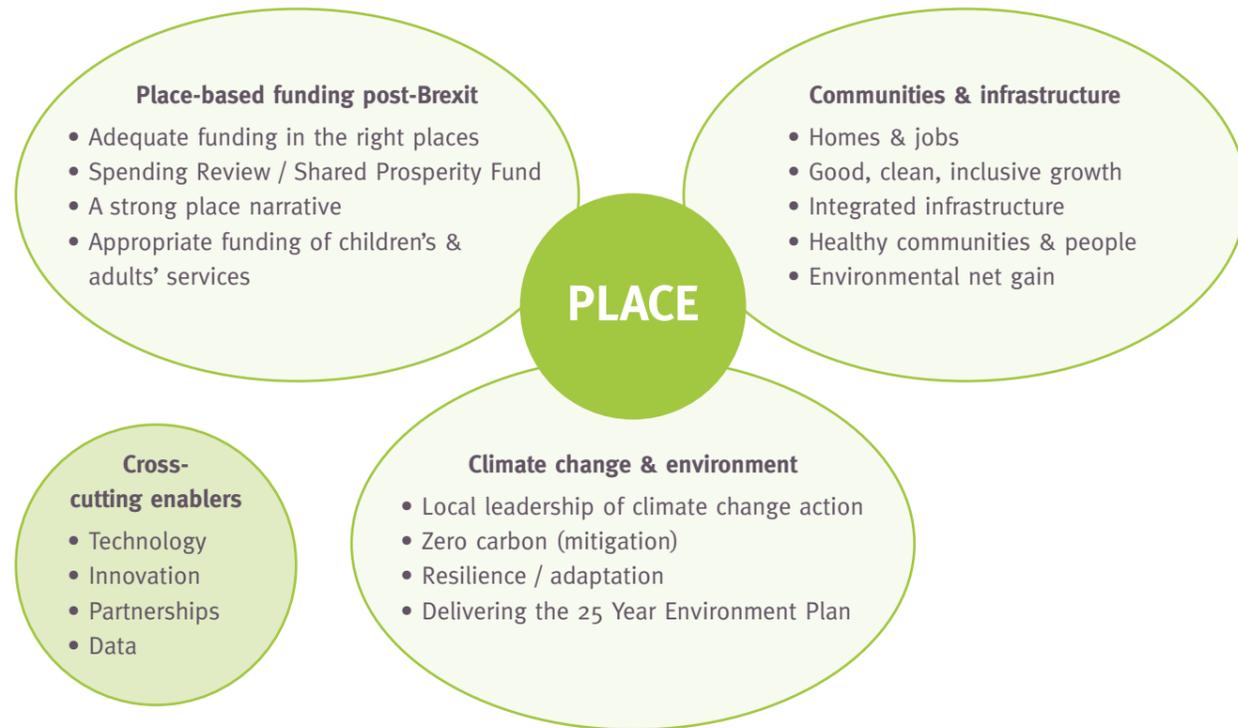
THE FUTURE OF PLACE

Climate change and technological innovation are shaping our behaviour, how our places operate and how our communities connect.

Transport, environment and economic systems are increasingly driven by data and technology, but our most valuable asset is our people. Health and wellbeing are influenced by where people live, work and spend their leisure time and ensuring access to green spaces is key.

The pressures of building the new economic and digital structures that will be needed post-Brexit, the challenges of social cohesion and the need to mitigate and adapt to climate change are some of the most difficult issues we face.

Our communities must have the education and skills to be fit for the future. And with an aging population, we must have the funding and resources to ensure that our places, as well as our people-based services, thrive.



ADEPT members take a long-term view. As they work to ensure local places are resilient and adaptable for decades to come, they consider many potential scenarios:

- Hotter, drier summers and warmer, wetter winters continue with an unpredictable cycle of flood and drought. Delivering a decarbonised future, climate adaptation and the 25 Year Environment Plan has created more flexible and innovative approaches to managing natural resources.
- Petrol and diesel cars become obsolete once the cost of electric and hydrogen vehicles drop and their range increases. Most people no longer own or drive their own cars, using instead shared autonomous vehicles available on demand or electrified public transport.
- Roads are safer. The number and severity of accidents have fallen, while local streets have become relatively free of cars, with restored gardens, increased biodiversity and reduced air pollution. However, electrification has increased demand for power, with supply much more dependent on local generation and energy storage.
- Homes and workplaces have seen innovation based on fast 5G digital connectivity, smarter use of energy and storage, and the re-use of rainwater and dirty water.
- Waste management services from the point of collection are designed to conserve natural resources. The value of waste is realised through energy generation and the operation of a circular economy.
- Councils are smaller, with more automated functions and on-line transactions. Staff are mobile, working with networks of partners, providers and community groups and sharing open-source data. On-line engagement and participation tools involve residents in planning and resource allocation.
- Healthy places support good physical and mental wellbeing. They encourage walking and cycling, good air quality, improve access to healthier food and better green spaces, and support social cohesion through well-connected neighbourhoods.



THE CASE FOR PLACE

Making the case for place has never been more vital.

Our communities need long-term strategic objectives that look forward to the next 20-30 years. This requires an understanding of the distinct timeframes we will be operating within and the potential impacts on people, planning and place. Successful implementation of these strategies will need funding certainty, innovation and flexibility.

ADEPT 2020 – 2023

We are experiencing a period of profound uncertainty. Our national politics are shifting, our relationship with Europe is changing and concern for the impacts of climate change is rising. In response, our three strategic priorities are:

- **Place-based funding post-Brexit** - we want to work with government to shape the detail of the UK Shared Prosperity Fund (UKSPF), the successor fund to replace European Structural and Investment Funds.
- **Communities and infrastructure** - we will provide effective local partnerships and leadership to deliver good, clean and inclusive growth.
- **Climate change and environment** - many councils have declared a 'climate emergency' and are developing local strategies to reduce greenhouse gas emissions and promote resilience and adaptation to climate change. We will work with government to deliver the ambition set out in the Climate Change Act, the 25 Year Environment Plan and the subsequent legislation.

ADEPT to 2030

Decision-making must happen at the most appropriate level. Localised infrastructure, environment and industrial strategies, aligned with national objectives can deliver certainty, providing the funding mechanisms are in place. Besides long-term planning, good infrastructure demands clear, long-term funding commitments to bring social cohesion and environmental net gain - in other words - good, clean and inclusive growth.

ADEPT beyond 2050

Infrastructure delivery requires long-term planning, but the preparation starts now. Enabling the future will require collaboration and new partnerships, where environmental planning, communities, technology and data come together to drive new thinking. ADEPT members are already building the networks to support our changing communities and places.

Spatial planning

Providing integrated infrastructure that works is a long-term commitment. The creation, maintenance and management of our transport, energy, water, waste and digital systems alone require consistent and enduring investment. If we want to see widespread use of autonomous electric and hydrogen vehicles, our roads have to be fit for purpose. If we want a comprehensive roll out of 5G, we need the infrastructure in place. That investment is needed now.

Spatial planning for infrastructure needs to be at a national level and forward-looking, spreading away from London and the cities, not piecemeal and localised. We want to see long-term environmental policies working alongside a strong industrial strategy and regional decision-making. That is the blueprint for the future.

Creating Place

We need to redefine infrastructure so that it includes the social, economic and environmental frameworks that make places work for people. Development should not be about volume alone, it must be inclusive and sustainable, have social value and safeguard the natural environment.

To plan effectively, local authorities need longer-term funding certainty rather than short-term bidding opportunities that result in inequitable and ad hoc decision-making. We need to know how local growth will be resourced from 2020/21 onwards, so that we can get on with investing in place.

People and Integration

Shaping places for the future is complex, requiring new skills and solutions that cut across traditional boundaries. Our most valuable asset is our workforce - keeping people healthy, skilled, and proactive for longer will be essential to our economic security.

We need to see investment in people as an economic value rather than a burden, which is why we believe infrastructure needs to be viewed in the broadest, most inclusive terms. Governments of the future cannot afford to keep working in silos, and the inter-relationships between departments and sectors must be strengthened. Local service provision already requires us to work across traditional boundaries, we can support government as it seeks to do the same.



- ADEPT's members are the place-making strategists and policy shapers across county, unitary, metropolitan, combined authorities and sub-national transport bodies.
- ADEPT's members work at the heart of their communities to deliver vibrant, healthy and sustainable places.
- ADEPT's members design strategies for the future, cutting through boundaries to work with partners across the political, public, private and community sectors.
- ADEPT's members are specialists, delivering services and sharing best practice across key sectors including environment, planning, housing, transport and economy.
- ADEPT works with corporate partners and key stakeholders to focus our activities and maximise our impact.
- ADEPT provides a wide range of services, research and development, influencing, networking and learning opportunities to encourage new talent and ensure our members' continuing professional development.

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