

Place-making Petersfield Governance – March 2021



Purpose and explanatory note:

- For oversight of the place-making strategy programme for Petersfield.
- Subgroups can report to and feed into the respective strands on project progress – should be captured through the right membership and agreed communication and information sharing.
- Terms of reference would need to be drafted and agreed by all strands of the governance structure.
- Corporate project management protocols (e.g. project budget, delivery programme) for projects within the programme remains for the agreed partner organisation project leads to manage within their respective organisation.

Worked example:

Petersfield station forecourt:

- Lead organisation for the project may be the transport authority – who have links to public transport groups and highways authority and landowners. Other stakeholders may include the public transport stakeholders, via subgroups, landowners and the planning authority. There may be a series of sub-groups that feed into the main project group. The main project group informs and updates the Place-Making Petersfield through the governance structure.
- Lead organisation ensures the project complies with their own organisation's project management protocols.
- Petersfield Place-Making governance structure is there to ensure the other Petersfield Place-Making stakeholders have a means of shaping how the project is delivered and ensures its success; Strategy strand to steer as appropriate the project within Petersfield place-making context and make recommendations as needed for Lead organisation's Executive decision making. Operational strand to receive updates on delivery within the context of the Petersfield place-making programme and may co-ordinate work between project partners; some members of the operational group may be involved in the delivery of the project which may be a separate group. Stakeholder engagement to update and disseminate delivery of projects, and potential for a group to form that may lead on consultation work or be consulted on elements of it.



Place-Making Petersfield Strategy Group

- **Membership:** EHDC Portfolio Holder, Town Councillor, District Councillor, County Councillor, SDNPA Councillor, Petersfield Town Clerk, EHDC Regeneration HoS, HCC Rep, SDNP Officer Rep.
- **Chair:** EHDC Portfolio Holder
- Emphasis on giving strategic direction to Operational strand. Resolving blockages as needed to enable the Operational strand to advance their work. Meets every six months.
- Links / co-ordination with priorities in other key plans and policies such as Neighbourhood Plan. **Steering and influencing, recommendations to decision-makers. Can escalate issues to Executives respectively**
- Agrees the Petersfield Place-Making action plan arising from the Place-Making Strategy and receives reports on deliveries to actions, agrees the Place-Making Petersfield communication plan.
- Links to external partners e.g. LEP, MPs - via this strand
- Review the group on an annual basis.



Place-Making Petersfield Operational Group

- **Membership:** Town Council Officers, District Council Officers (Community, Economic Development, Property & Regeneration Teams), County Council Officers and National Park Officers, plus co-opted volunteers from working groups from time to time e.g. Petersfield Walking & Cycling Group. *Membership may flex depending on stages of programme*
- **Chair:** EHDC
- Emphasis on ensuring **co-ordination and facilitation** of work as and where needed across partner organisations and timely delivery. Meets every three months.
- Work plan priorities shaped by the Place-Making Petersfield action plan, report back on progress to Strategy strand.
- Carry out work by developing projects, seeking funding, tenders and contract monitoring.
- Form a communications plan and communication protocol for information dissemination and public engagement.
- There may be a series of sub-groups that report into the operational strand.
- Review the group on an annual basis.



Place-Making Petersfield Stakeholder Engagement

- Primarily this strand ensures dissemination and sharing of information on Petersfield Place-Making projects. Use virtual means such as email newsletters, web pages and links between organisations' web pages to inform and engage. Use the Operational and Strategic strands to help co-ordinate
- Potential for a working group to be set up as a sounding board and link between the community and the operational and strategic groups and to be able to forge links needed for taking forward funding bids and contributing to the drafting of funding bids – could therefore have a consultee and consulting role. Membership of a group could change subject to the projects being taken forward, project stages etc. e.g. station forecourt will be vital to maintain interest amongst the group
- Informs the Operational and Strategy strands.
- Potential for groups to undertake some pieces of work, such as Let's Talk events and public engagement, developing funding prospectus'.
- Review on an annual basis.

Petersfield Strategy Group (PSG)

Terms of Reference (Reviewed March 2021)

The Group forms part of a three-tier governance structure for place-making in Petersfield.

Purpose

To provide strategic direction to, and resolve blockages for, the Petersfield Operational Group (POG)

Principles

- To share best practice;
- To avoid duplication of roles, responsibilities and services;
- To promote joint working between organisations to ensure sustainability and longevity of project resources, finances and viability; and
- To build on, and be informed by, the Petersfield Neighbourhood Plan (NP) as appropriate.

Roles & Responsibilities

Although the group's approach will evolve as the place-making programme for Petersfield continues, the group will enable collaborative working and support amongst partners. The group will have the following roles and responsibilities:

- To inform and agree the Petersfield Place-Making Action Plan, as developed by POG;
- To inform and agree the Petersfield Town Spine (as set out in the NP), as developed by POG;
- To inform and agree the Petersfield Place-Making Communications Plan, as developed by POG;
- To link and coordinate the priorities of the Petersfield Neighbourhood Plan (2028), along with all other relevant plans and policies¹, into the place-making and enhancement of Petersfield;
- To receive reports on progress from the POG and PShG, and provide strategic direction to all tiers of the Petersfield Place-Making Governance;
- To support the normal / statutory routes for raising concerns and influencing outcomes, including the escalation of issues to respective executives; and
- To form links to external partners² to promote and support the place-making and enhancement of Petersfield.

¹ For example, the South Downs Local Plan 2033 etc.

² For example, Local Enterprise Partnership (LEP), MP etc.

Membership, meeting frequency & format

The Petersfield Strategy Group (PSG) will be chaired by the EHDC Portfolio Holder for Community Development, Place-Making and Infrastructure, and the secretariat will be provided by EHDC Officers. The PSG will;

- Meet either in person, or virtually through conference calls, or video meetings at agreed frequencies depending on the projects and work intensity at the, but no longer than 3 months apart;
- Review terms of reference, membership and role on a yearly basis;
- Comprise the following councillors and officers from each of the following organisations (*in alphabetical order of organisation*);
 - **East Hampshire District Council (EHDC);**
 - Councillor - Cllr Robert Mocatta
 - Councillor – Cllr Ben Bentley
 - Councillor – Cllr Julie Butler
 - Councillor – Cllr Matthew Gass
 - Councillor – Cllr Jamie Matthews
 - Councillor – Cllr David McKinney
 - Officer – Danielle Friedman-Brown (Regeneration & Place-Making Manager)
 - Officer – Sarah Hobbs (Senior Community Infrastructure Officer) / Emma Baxter (Community Infrastructure Officer)
 - Officer – Georgia Loud (Senior Community Development Officer)
 - **Hampshire County Council (HCC);**
 - Councillor – Cllr Russell Oppenheimer
 - Officer – Simon Cramp
 - Officer – Olu Ashiru
 - **Petersfield Town Council (PTC); and**
 - Councillor – Cllr Peter Bisset
 - Officer – Neil Hitch (Town Clerk)
 - **South Downs National Park Authority (SDNPA).**
 - Councillor – Cllr Doug Jones

- Officer – Chris Paterson

The meetings (including outcomes and actions) will be closed to the public due to possible sensitivities, and any information shared in confidence must be treated as such. Information may be shared by email between meetings.

Term

The Group is set up until the end of the delivery of the Enhance East Hampshire Place-Making Strategy in 2036. The Group will review its purpose and Terms of Reference on a yearly basis (every year) on around March to ensure relevance and capture natural evolution of the place-making priorities and principles.

Petersfield Operational Group (POG)

Terms of Reference (Reviewed March 2021)

The Group forms part of a three-tier governance structure for place-making in Petersfield.

Purpose

To develop, co-ordinate, facilitate and deliver the “Petersfield Place-Making Action Plan” in order to achieve the overarching place-making priorities and principles set out in the Enhance East Hampshire Place-Making Strategy (September 2019).

Principles

- To share best practice gathered from the delivery of the action plan;
- To avoid duplication of roles, responsibilities and services;
- To promote joint working between organisations to ensure sustainability and longevity of project resources, finances and viability;
- To build on, and be informed by, the Petersfield Neighbourhood Plan (NP) as appropriate; and
- To provide updates to, and engage with, all groups within the governance structure.

Roles & Responsibilities

Although the group’s approach will evolve as the place-making programme for Petersfield continues, the group will enable collaborative working and support amongst partners. The group will have the following roles and responsibilities:

- To develop the “Petersfield Place-Making Action Plan” to achieve the overarching place-making priorities and principles set out in the Enhance East Hampshire Place-Making Strategy;
- To develop the Petersfield Town Spine (as set out in the NP) as part of the above action plan;
- To collate, analyse and interpret data and intelligence to inform the programmes / projects identified in the above action plan;
- To develop, oversee, coordinate, work collaboratively, seek funding for, and deliver the programmes / projects identified in the above action plan;
- To establish a set of performance indicators to measure and monitor the programmes / projects identified in the above action plan;
- To establish sub-working groups, where appropriate, to ensure delivery of the programmes / projects in the above action plan;
- To form a communications plan and protocol for information sharing and public engagement;
- To support the normal / statutory routes for raising concerns and influencing outcomes;
- To report on progress to, and be steered by, the Petersfield Strategy Group (PSG); and
- To inform on progress to, and engage with, the Petersfield Stakeholder Group (PShG).

Further to the above, any programme / project proposed for inclusion in the action plan (once developed) will be reviewed by the group, along with the Petersfield Strategy Group (PSG), to ensure that the proposal:

- Does not overlap with an identified programme / project;
- Where possible, compliments an identified programme / project; and
- Aligns with the overarching place-making priorities and principles set out in the Enhance East Hampshire Place-Making Strategy (September 2019).

Membership, meeting frequency & format

The Petersfield Operational Group (POG) will be chaired by East Hampshire District Council (EHDC), which can be reviewed. Notwithstanding the above, East Hampshire District Council (EHDC) will provide the secretariat. The POG will;

- Meet either in person, or virtually through conference calls, or video meetings at agreed frequencies depending on the projects and work intensity at the time, but no longer than 3 months apart;
- Review terms of reference, membership and role on a yearly basis;
- Comprise relevant officers – individuals may vary depending on stages of the work programme - from each of the following organisations (*in alphabetical order*);

- East Hampshire District Council (EHDC)
 - Community, Economic Development, Property and Regeneration & Place-Making (RPM) Teams.
- Hampshire County Council (HCC);
- Petersfield Town Council (PTC); and
- South Downs National Park Authority (SDNPA).

The meetings (including outcomes and actions) will be closed to the public due to possible sensitivities, and any information shared in confidence must be treated as such. Information may be shared by email between meetings.

Where volunteers are carrying out work to support the objectives of the POG, assistance as needed and wanted will be provided by officers from the tiers of local government represented in the POG.

Term

The Group is set up until the end of the delivery of the Enhance East Hampshire Place-Making Strategy in 2036. The Group will review its purpose and Terms of Reference on a yearly basis (every year) around May ensure relevance and capture natural evolution of the place-making priorities and principles.