



THE CREATING PLACES — INITIATIVE —

Consolidating and benchmarking your fragmented place, population and financial data to create evidence, insight and strategic transformation programmes.



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The Creating Places Initiative

Creating a Common Evidence Base for the future of place-based strategic planning.

Introducing the Creating Places Initiative

The Creating Places Initiative is being developed to help Responsible Bodies establish a trusted Common Evidence Base that supports more informed, evidence-led, data-driven decision-making across education, housing, health, children's services, adult social care, regeneration, infrastructure, public assets and investment.

By connecting fragmented place, population, estate and financial information through a shared strategic planning framework, the Initiative aims to help organisations coordinate investment, optimise public assets and strengthen the long-term financial sustainability of public services.

Rather than asking organisations to collect more information, the Initiative is being developed to help them connect the information they already hold.

Education provides the starting point.

Creating sustainable places becomes the long-term ambition.

Why Now?

Responsible Bodies are facing a convergence of demographic, financial, estate and public service challenges unlike anything experienced in previous decades.

No single issue can be addressed in isolation.

Communities

- Planning for 1.5 million new homes.
- Responding to changing demographics.
- Supporting rising SEND demand.
- Managing increasing pressures across children's services, adult social care and health.

Public Estate

- Addressing more than £30 billion of education estate maintenance and decarbonisation investment.
- Delivering Net Zero 2050.
- Responding to falling pupil numbers and increasing surplus capacity.
- Exploring opportunities presented by 31,900 acres of potential surplus education land.

Financial Sustainability

- Increasing pressure on public sector revenue budgets.
- Growing demand for services alongside constrained public finances.
- Making more effective use of existing public assets.
- Supporting investment decisions that contribute to long-term revenue sustainability.

These are not separate challenges.

They are different expressions of the same place.

A New Approach

Every Responsible Body already holds valuable strategic information.

Education data.
Population forecasts.
Estate information.
Financial information.
Asset records.
Local intelligence.

The opportunity is not to collect more information.

The opportunity is to connect the information Responsible Bodies already hold.

The Creating Places Initiative is being developed to help transform fragmented information into a trusted Common Evidence Base that supports coordinated strategic planning across multiple public services.

The Optimise Strategic Planning Platform provides the digital capability that enables organisations to establish, maintain and continuously develop that Common Evidence Base.

Rather than commissioning isolated consultancy studies, Responsible Bodies have the opportunity to establish a living strategic planning capability that evolves alongside changing communities, national priorities and emerging opportunities.

From Education to Place

Education sits at the heart of every community.

Schools influence where families choose to live, where housing is required, how infrastructure develops, where public services are needed and how investment is prioritised.

By beginning with education, Responsible Bodies establish the strategic evidence needed to support coordinated planning across housing, health, children's services, adult social care, regeneration, infrastructure and public investment.

Education therefore becomes the foundation upon which sustainable places can be created.

The Creating Places Framework

The Creating Places Partnership: Developing a collaborative delivery ecosystem through which Responsible Bodies, Government Departments, Strategic Delivery Partners, Specialist Partners and Funding Partners can contribute complementary expertise through a shared Creating Places Operating Model and Common Evidence Base.

The Creating SEND Places Programme: Providing the starting point for organisations adopting the Creating Places Operating Model. Through one of the most significant strategic challenges facing Responsible Bodies, organisations begin establishing their Common Evidence Base and long-term strategic planning capability.

The Creating Sustainable Places Programme: Building upon the Common Evidence Base to support coordinated planning across education, housing, health, children's services, adult social care, regeneration, infrastructure, public assets and investment, creating opportunities for long-term place-based strategic transformation.

Optimise Strategic Planning Platform: Providing the enabling digital capability that supports every stage of the Creating Places journey through strategic planning dashboards and the web-based sufficiency assessment platform.

What Does This Enable?

- Understand current and future community need.
- Benchmark strategic performance.
- Coordinate planning across multiple public services.
- Identify opportunities for estate optimisation.
- Prioritise investment using trusted evidence.

- Support capital investment that contributes to long-term revenue sustainability.
- Develop place-based strategic transformation programmes.
- Establish a living strategic planning capability that continues to evolve over time.

A Shared Opportunity

The Creating Places Initiative is not intended to replace existing strategies, partnerships or statutory responsibilities.

It is being developed to complement them by providing a shared evidence base that enables organisations to plan together more effectively whilst retaining their own governance, statutory responsibilities and decision-making.

As the Initiative continues to evolve, organisations will have the opportunity to contribute their expertise, experience and innovation whilst benefiting from coordinated strategic planning, trusted evidence and collaborative delivery.

Looking Ahead

The Creating Places Initiative is being developed to help Responsible Bodies move:

- From fragmented information to trusted evidence.
- From isolated decisions to informed, evidence-led, data-driven decision-making.
- From disconnected investment to coordinated place-based investment.
- From individual projects to long-term strategic transformation.
- From education planning to creating sustainable places.

Together, we have an opportunity to:

- Create trusted evidence.
- Support informed, evidence-led, data-driven decisions.
- Coordinate strategic investment.
- Strengthen collaboration.
- Create sustainable places.

The Creating Places Initiative is being developed to help Responsible Bodies establish a trusted Common Evidence Base that supports more informed, evidence-led, data-driven strategic planning across education, housing, health, children's services, adult social care, regeneration, infrastructure, public assets and investment.

Responsible Bodies are planning for a future shaped by increasingly interconnected challenges. Delivering 1.5 million new homes, responding to changing demographics, addressing more than £30 billion of education estate maintenance and decarbonisation requirements, supporting rising SEND demand, adapting to falling pupil numbers and managing increasing pressure on public finances can no longer be approached independently. They are different expressions of the same place.

Every Responsible Body already holds valuable strategic information. The opportunity is not to collect more data, but to connect existing place, population, estate and financial information into a trusted Common Evidence Base that enables organisations to understand communities more holistically, coordinate investment more effectively and strengthen the long-term financial sustainability of public services.

Beginning with education, the Initiative provides a practical framework for coordinating planning across multiple public services, recognising that schools influence housing, infrastructure, health, regeneration, public assets and future investment decisions. Supported by the Optimise Strategic Planning Platform, organisations can establish a living strategic planning capability that evolves alongside changing communities, national priorities and emerging opportunities.

The Creating Places Initiative is not intended to replace existing strategies, partnerships or statutory responsibilities. It is being developed to help organisations connect information, strengthen collaboration and make better-informed decisions through a shared strategic planning framework. The journey begins with education, but the ambition is much broader: to support coordinated investment, create long-term public value and enable more resilient, financially sustainable places for future generations.

Connecting fragmented place, population, estate and financial information into a trusted Common Evidence Base that supports data informed long-term decisions.



THE CREATING PLACES INITIATIVE

OUTCOMES

Connecting **information**. Enabling **collaboration**. Coordinating **investment**.
 Creating sustainable places for future generations.



TRUSTED COMMON EVIDENCE BASE

Connect fragmented place, population, estate and financial information into a single trusted source of strategic intelligence.



HOLISTIC UNDERSTANDING OF COMMUNITIES

Develop a comprehensive understanding of current and future community needs, demand drivers and demographic change.



COORDINATED STRATEGIC PLANNING

Enable organisations to plan across education, housing, health, care, infrastructure and regeneration through shared evidence.



EFFECTIVE USE OF PUBLIC ASSETS

Identify opportunities to optimise, repurpose and maximise the value of existing estates and public assets.



STRONGER FINANCIAL SUSTAINABILITY

Support investment decisions that help reduce long-term revenue pressures and strengthen financial resilience.



COLLABORATIVE DECISION-MAKING

Bring organisations together around shared evidence to inform coordinated, evidence-led, data-driven decisions.



SUSTAINABLE PLACES FOR FUTURE GENERATIONS

Coordinate investment and resources to create resilient, inclusive and thriving communities for the long term.



From fragmented **information** to trusted **evidence**. From isolated decisions to coordinated **strategy**. From disconnected investment to long-term **public value**.



THE CREATING PLACES PARTNERSHIP

Bringing together partners and shared evidence to deliver **strategic transformation** programmes.



The Creating Places Partnership

Creating a collaborative delivery ecosystem for evidence-led strategic transformation.

Why the Creating Places Partnership?

Creating sustainable places requires more than any single organisation can deliver alone.

Education. Housing. Health. Children's Services. Adult Social Care. Regeneration. Infrastructure. Public Assets. Investment.

Each organisation has different statutory responsibilities. Each holds different information. Each contributes different expertise. Each sees different parts of the same place.

The opportunity is not to replace these roles.

The opportunity is to connect them through trusted evidence.

The Creating Places Partnership is being developed to provide the collaborative framework through which organisations can work together more effectively while retaining their own responsibilities, governance and independence.

Why Collaboration Matters

Collaboration is not simply about organisations working together.

It is about organisations making decisions from the same trusted evidence.

When organisations plan independently, valuable opportunities can be missed. Investment becomes fragmented. Programmes become disconnected. Resources become stretched.

The Creating Places Partnership is being developed to help organisations coordinate strategic planning through a shared Creating Places Operating Model and Common Evidence Base, supporting more informed, evidence-led, data-driven decision-making.

The ambition is not to create another partnership.

It is to create a better way for existing organisations to work together.

A Partnership Built on Shared Evidence

The Partnership is founded upon one simple principle.

- Independent organisations.
- Shared evidence.
- Coordinated decisions.

Every organisation remains independent.

Every organisation retains its own governance, statutory responsibilities, procurement arrangements and client relationships.

The Partnership simply provides the collaborative framework through which organisations can contribute their own expertise while working from the same trusted strategic evidence.

A Partnership of Complementary Strengths

Responsible Bodies: Bring local leadership, community knowledge, statutory responsibilities and strategic priorities.

Government Departments: Bring national policy, strategic direction and opportunities to align investment with place-based priorities.

Strategic Delivery Partners: Bring strategic planning, regeneration, programme development, business case preparation and delivery expertise.

Specialist Partners: Bring professional expertise across education, property, planning, finance, legal, digital, environmental and technical disciplines.

Funding Partners: Bring investment opportunities that support strategic priorities, trusted evidence and long-term public value.

Individually, each organisation contributes unique expertise.

Together, they create the conditions for more informed decisions, better coordinated investment and more sustainable places.

Why Become Part of the Partnership?

- Help shape the continued development of the Creating Places Operating Model.
- Contribute to an evolving Common Evidence Base.
- Strengthen multidisciplinary collaboration.
- Identify new opportunities for coordinated programme delivery.
- Support more informed, evidence-led, data-driven decision-making.
- Contribute to the development of a nationally scalable strategic planning framework.

A Framework for Coordinated Delivery

The Creating Places Partnership provides the collaborative delivery ecosystem that connects every component of the wider Creating Places Initiative.

- The Creating Places Initiative – provides the long-term vision.
- The Creating Places Operating Model – provides the common methodology.

- The Optimise Strategic Planning Platform – provides the enabling digital capability.
- The Common Evidence Base – provides trusted strategic intelligence.
- The Creating Places Partnership – enables collaborative working.
- The Creating SEND Places Programme – provides the starting point for organisations adopting the Creating Places Operating Model.
- The Creating Sustainable Places Programme – supports the long-term evolution towards place-based strategic planning.

An Open and Evolving Partnership

The Creating Places Partnership is not intended to replace existing partnerships, procurement arrangements or organisational responsibilities.

It is being developed as an open, collaborative and non-exclusive framework through which organisations can contribute their expertise wherever shared priorities and opportunities exist.

As the Initiative evolves, the Partnership will continue to evolve alongside it, welcoming organisations that wish to contribute new expertise, develop new relationships and help shape the future development of evidence-led strategic transformation.

Help Shape the Partnership

The Creating Places Partnership is still at the beginning of its journey.

We are seeking to work with Responsible Bodies, Government Departments, Strategic Delivery Partners, Specialist Partners and Funding Partners who share an ambition to improve public services through stronger collaboration, trusted evidence and more informed strategic decision-making.

Together, we have an opportunity to create something no single organisation could achieve alone.

- A trusted Common Evidence Base.
- More informed, evidence-led, data-driven decisions.
- Better coordinated investment.
- Stronger multidisciplinary partnerships.
- More sustainable places.

The Creating Places Partnership is being developed to provide the collaborative delivery ecosystem that enables Responsible Bodies, Government Departments, Strategic Delivery Partners, Specialist Partners and Funding Partners to contribute their expertise through a shared Creating Places Operating Model and Common Evidence Base.

Creating sustainable places requires more than any single organisation can deliver alone. Education, housing, health, children's services, adult social care, regeneration, infrastructure, public assets and investment are all interconnected. Yet they are often planned independently, using different information, different priorities and different timescales. The opportunity is not to replace existing organisations or their statutory responsibilities. It is to help them collaborate more effectively through shared trusted evidence and a common strategic planning framework.

Every organisation contributes something different. Responsible Bodies provide local leadership and community knowledge. Government Departments establish national policy and strategic priorities. Strategic Delivery Partners contribute programme development and delivery expertise. Specialist Partners provide professional and technical knowledge. Funding Partners help align investment with long-term public value. Individually these organisations address different aspects of the same challenge. Together they have the opportunity to develop more coordinated, evidence-led approaches to long-term strategic transformation.

The Creating Places Partnership is not intended to replace existing partnerships, procurement arrangements or governance. It is being developed as an open, collaborative and evolving framework that strengthens multidisciplinary working while allowing every organisation to retain its own independence, responsibilities and identity.

Together, organisations have the opportunity to establish a shared Common Evidence Base, coordinate long-term strategic investment and create stronger partnerships built around the needs of communities rather than organisational boundaries. The ambition is simple: to help organisations make better-informed decisions, create greater long-term public value and deliver better outcomes than any single organisation could achieve alone.

Creating a collaborative delivery ecosystem that enables independent organisations to plan from the same trusted evidence while retaining their own responsibilities.



THE CREATING PLACES PARTNERSHIP

OUTCOMES

Independent expertise. Shared evidence. Coordinated impact.
Stronger partnerships creating lasting public value.



SHARED VISION AND PURPOSE

Organisations united by a common ambition to create sustainable places and long-term public value.



SHARED EVIDENCE AND INTELLIGENCE

A trusted Common Evidence Base enabling organisations to make decisions from the same reliable strategic information.



COMPLEMENTARY EXPERTISE

Bringing together diverse strengths and capabilities to address complex challenges no single organisation can solve alone.



COORDINATED DECISION-MAKING

More aligned, informed decisions that consider the wider needs of communities and the full impact of investment choices.



OPTIMISED INVESTMENT AND RESOURCES

More effective use of public investment and resources to deliver greater long-term social, environmental and economic value.



STRONGER COLLABORATION AND TRUST

Building lasting relationships, trust and collaborative behaviours that enable successful joint working over the long term.



LASTING IMPACT FOR COMMUNITIES

Delivering coordinated outcomes that improve lives, strengthen communities and create resilient, sustainable places.

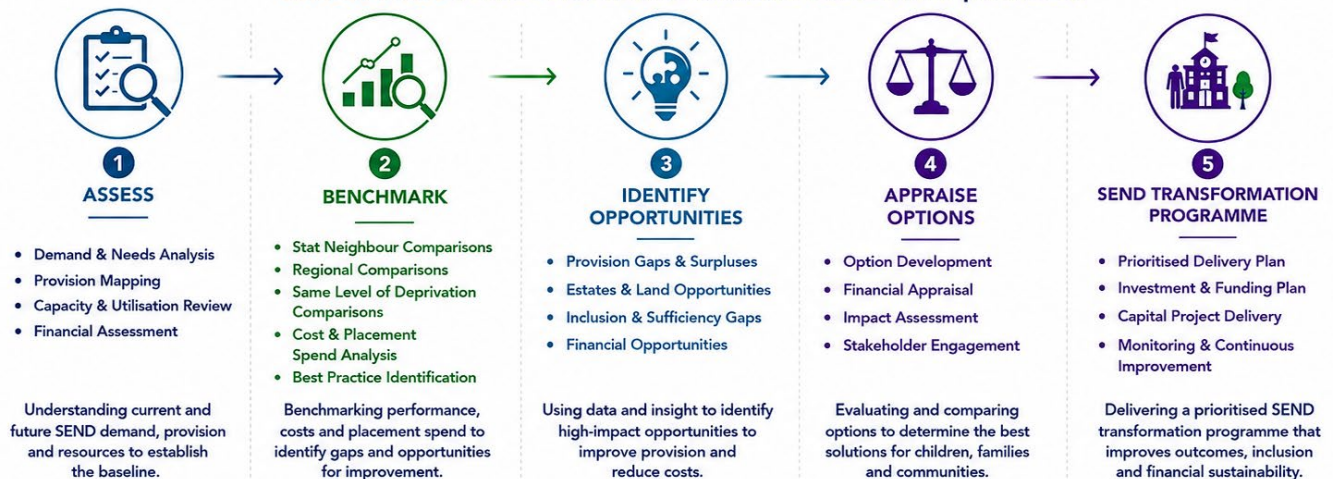


Independent organisations. Shared evidence. Coordinated decisions.
Stronger partnerships. Greater value. Sustainable places.



THE CREATING SEND PLACES PROGRAMME

Applying the Creating Places Operating Model to deliver **sustainable, evidence-led SEND reform** and inclusive educational provision.



The Creating SEND Places Programme

The practical starting point for adopting the Creating Places Operating Model.

Where the Creating Places Journey Begins

The Creating SEND Places Programme is being developed as the first implementation programme within the Creating Places Initiative.

It provides Responsible Bodies with a practical starting point for adopting the Creating Places Operating Model whilst establishing a trusted Common Evidence Base through one of the most strategically significant and financially challenging responsibilities they face today.

Rather than commissioning another standalone SEND review, the Programme is being developed to help organisations establish a permanent strategic planning capability that continues to evolve long after the initial programme has been completed.

SEND becomes the starting point.

Creating Places becomes the journey.

Creating Sustainable Places becomes the long-term ambition.

Why Begin with SEND?

SEND already requires Responsible Bodies to bring together:

- Education
- Health
- Children's Services
- Adult Social Care

- Estates
- Finance
- Commissioning
- Transport

In many respects, Responsible Bodies are already undertaking place-based strategic planning.

The Creating SEND Places Programme provides the operating model, digital capability and trusted Common Evidence Base that enables those decisions to become more coordinated, more consistent and more evidence-led.

By responding to one of the most complex strategic challenges facing Responsible Bodies, organisations establish the capability, relationships and strategic evidence needed to support wider place-based transformation.

What Responsible Bodies Gain

By beginning their Creating Places journey through SEND, organisations have the opportunity to:

- Establish a trusted Common Evidence Base.
- Better understand current and future SEND demand.
- Make more informed, evidence-led, data-driven decisions.
- Strengthen inclusive educational provision.
- Plan specialist provision strategically.
- Improve placement planning.
- Prioritise capital investment.
- Support long-term financial sustainability.
- Establish a permanent strategic planning capability.

Better evidence creates better decisions.

Better decisions create better investment.

Better investment creates better places.

The Creating Places Operating Model in Practice

1. Understand

Develop a comprehensive understanding of:

- Current and future SEND demand
- Existing provision
- Estate capacity
- Placement expenditure
- Population change
- Financial performance

2. Benchmark

Compare performance against:

- Statistical neighbours
- Regional comparators
- Organisations with similar levels of deprivation
- National best practice

Identify opportunities for improvement.

3. Establish the Common Evidence Base

Transform fragmented place, population, estate and financial information into trusted strategic intelligence that supports informed, evidence-led, data-driven decision-making.

4. Identify Strategic Opportunities

Use the Common Evidence Base to identify:

- Provision gaps
- Estate opportunities
- Investment priorities
- Financial opportunities
- Strategic options

5. Develop the Creating SEND Places Programme

Develop coordinated transformation programmes that:

- Improve inclusion
- Optimise investment
- Strengthen financial sustainability
- Improve long-term educational outcomes

Enabled by Optimise

The Creating SEND Places Programme is enabled by the Optimise Strategic Planning Platform, providing Responsible Bodies with the digital capability to establish, maintain and continuously develop their Common Evidence Base.

Using Optimise, organisations can:

- Understand current and future demand.
- Benchmark strategic performance.
- Complete web-based sufficiency assessments.
- Model future demand and capacity scenarios.
- Identify strategic opportunities.
- Prioritise capital investment.
- Develop transformation programmes.
- Maintain a continuously evolving Common Evidence Base.

Rather than commissioning isolated consultancy studies, organisations establish a living strategic planning capability that evolves alongside changing demand, policy, investment priorities and local communities.

The Journey Doesn't End with SEND

The Creating SEND Places Programme is not the destination.

It is the beginning.

Once Responsible Bodies have established their Common Evidence Base, the same Creating Places Operating Model naturally extends into wider place-based strategic planning.

- Education
- Housing
- Health
- Children's Services
- Adult Social Care
- Regeneration

- Infrastructure
- Public Assets
- Investment

Rather than planning these independently, organisations can begin coordinating them through a single trusted evidence base.

SEND becomes the catalyst.

Creating Places becomes the journey.

Begin Your Creating Places Journey

The Creating SEND Places Programme provides Responsible Bodies with a practical starting point for adopting the Creating Places Operating Model through one of the most significant strategic challenges they face today.

By beginning with SEND, organisations establish:

- A trusted Common Evidence Base.
- A collaborative strategic planning capability.
- A more informed, evidence-led, data-driven approach to decision-making.
- Stronger investment planning.
- The foundations for wider place-based strategic transformation.

Together, Responsible Bodies have the opportunity to move:

- From fragmented information to a trusted Common Evidence Base.
- From reactive planning to long-term strategic planning.
- From isolated reviews to a living strategic planning capability.

From SEND transformation to Creating Sustainable Places.

The Creating SEND Places Programme is being developed as the practical starting point for Responsible Bodies adopting the Creating Places Operating Model. Rather than commissioning another standalone SEND review, the Programme provides the first practical implementation of a wider strategic planning approach, enabling organisations to establish a trusted Common Evidence Base and a long-term strategic planning capability through one of the most significant strategic and financial challenges they face today.

SEND provides the ideal place to begin because it already brings together many of the services that shape communities. Education, health, children's services, adult social care, estates, finance, commissioning and transport all contribute to improving outcomes for children and young people. In many respects, Responsible Bodies are already undertaking place-based strategic planning through SEND—often without describing it in those terms. The Creating SEND Places Programme provides the operating model, digital capability and trusted evidence needed to make those decisions more coordinated, more consistent and more informed.

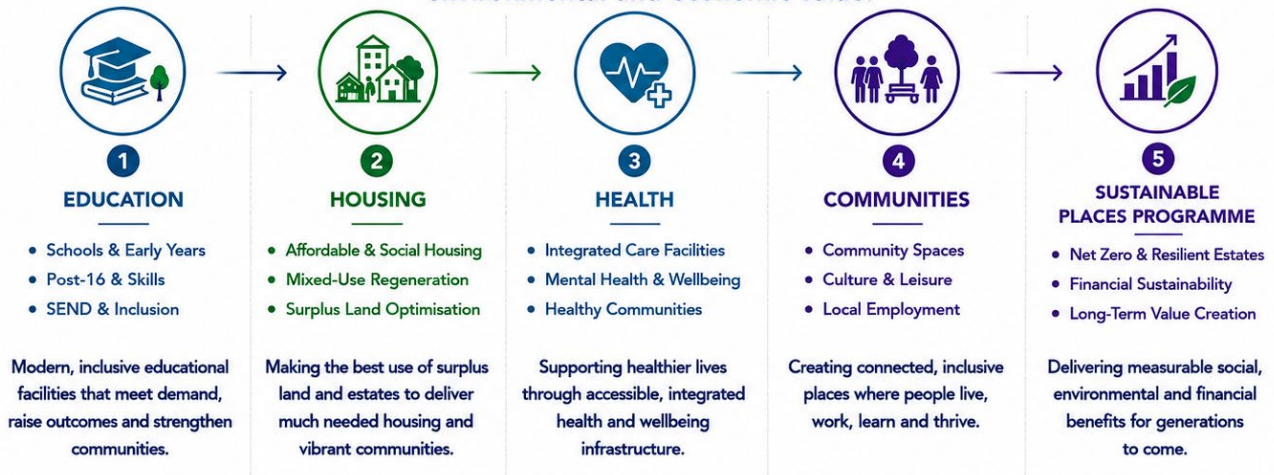
Supported by the Optimise Strategic Planning Platform, organisations can better understand current and future demand, benchmark performance, identify strategic opportunities, prioritise investment and develop coordinated SEND transformation programmes. More importantly, they establish a living Common Evidence Base that continues to evolve alongside changing communities, national priorities, investment opportunities and future demand, creating a strategic planning capability that extends well beyond SEND itself.

The Creating SEND Places Programme is not the destination. It is the beginning of the wider Creating Places journey. Once a Responsible Body has established its Common Evidence Base, the same Creating Places Operating Model can naturally be applied across education, housing, health, regeneration, infrastructure, public assets and investment, supporting more coordinated place-based strategic planning and long-term financial sustainability.



THE CREATING SUSTAINABLE PLACES — PROGRAMME —

Building sustainable, thriving places by integrating education, housing, health and community infrastructure to deliver long-term social, environmental and economic value.



The Creating Sustainable Places Programme

Applying the Creating Places Operating Model to coordinate long-term place-based strategic planning and create lasting public value.

From Understanding Communities to Shaping Their Future

The Creating Sustainable Places Programme is being developed to help Responsible Bodies apply the Creating Places Operating Model beyond education, enabling trusted evidence to support long-term strategic planning across entire communities.

Once organisations establish a trusted Common Evidence Base, the same strategic planning capability can begin coordinating decisions across education, housing, health, children's services, adult social care, regeneration, infrastructure, public assets and investment.

The opportunity is no longer simply to understand communities.

It is to help shape how they evolve.

Education becomes the starting point.

Creating Sustainable Places becomes the long-term ambition.

Why Education Matters

Education sits at the heart of every community.

Schools influence where families choose to live, how neighbourhoods grow, where infrastructure is required, where public services are delivered and how public investment is prioritised.

By beginning with education, Responsible Bodies establish the strategic evidence needed to coordinate planning across housing, health, regeneration, infrastructure, public assets and investment.

Education therefore becomes the foundation upon which long-term sustainable communities can be created.

Coordinating Investment Around Communities

Once a trusted Common Evidence Base has been established, Responsible Bodies have the opportunity to move beyond isolated projects and begin coordinating long-term investment around the evolving needs of communities.

Rather than planning education, housing, health, regeneration and infrastructure independently, organisations can begin aligning investment around shared evidence, common priorities and long-term public value.

- Develop stronger evidence for investment decisions.
- Coordinate infrastructure planning.
- Make more effective use of public assets.
- Support long-term financial sustainability.
- Create resilient, inclusive and sustainable communities.

What Does This Enable?

Communities

Responsible Bodies can begin to:

- Plan confidently for 1.5 million new homes and the communities they will create.
- Respond proactively to changing demographics.
- Adapt education provision as pupil numbers evolve.
- Strengthen inclusive communities.
- Coordinate planning across education, health, children's services and adult social care.

Public Estate

Responsible Bodies can begin to:

- Respond strategically to more than £30 billion of maintenance and decarbonisation investment requirements.
- Support delivery of Net Zero 2050.
- Explore opportunities presented by 31,900 acres of potential surplus education land.
- Develop integrated public estates that support multiple public services.
- Optimise existing public assets before investing in new infrastructure.

Public Investment

Responsible Bodies can begin to:

- Support investment decisions that reduce long-term revenue pressures.
- Prioritise investment using trusted evidence.
- Coordinate education, housing, health and infrastructure investment.
- Develop financially sustainable public services.
- Create long-term place-based investment programmes.

The Creating Places Operating Model at Scale

1. Understand Communities

Develop a comprehensive understanding of:

- Population change

- Community need
- Education demand
- Public assets
- Infrastructure
- Financial performance
- Housing growth

2. Establish the Common Evidence Base

Bring together fragmented place, population, estate and financial information into a trusted strategic evidence base.

3. Identify Strategic Opportunities

Use trusted evidence to identify:

- Investment priorities
- Estate opportunities
- Housing opportunities
- Regeneration opportunities
- Infrastructure requirements
- Financial opportunities

4. Coordinate Investment

Develop coordinated investment programmes that align education, housing, health, regeneration, infrastructure and public investment around shared priorities.

5. Create Long-Term Public Value

Support decisions that improve educational outcomes, strengthen communities, optimise public assets, reduce long-term revenue pressures and deliver lasting social, environmental and economic value.

Enabled by Optimise

The Creating Sustainable Places Programme is enabled by the Optimise Strategic Planning Platform, providing Responsible Bodies with the digital capability to establish, maintain and continuously develop their Common Evidence Base.

Using Optimise, organisations can:

- Understand future community demand.
- Benchmark strategic performance.
- Model long-term strategic scenarios.
- Identify development and regeneration opportunities.
- Optimise public assets.
- Prioritise investment.
- Coordinate long-term strategic programmes.
- Maintain a continuously evolving Common Evidence Base.

Rather than commissioning isolated consultancy studies, organisations establish a living strategic planning capability that evolves alongside changing communities, national priorities, investment opportunities and public policy.

An Evolving Common Evidence Base

The Common Evidence Base is not static.

It evolves alongside the communities it supports.

As new housing is delivered...
As demographics change...
As communities grow...
As funding opportunities emerge...
As public policy develops...
As investment priorities evolve...

The evidence becomes richer.

Responsible Bodies can therefore continue refining strategic priorities, updating investment programmes and making increasingly informed, evidence-led, data-driven decisions throughout the lifetime of the communities they serve.

Creating Places becomes a continuous process of learning, planning, investment and improvement.

Why This Matters

Every investment decision shapes communities for decades.

Every school influences where families choose to live.

Every public asset creates opportunities beyond its original purpose.

Every regeneration programme affects education, housing, health, infrastructure, economic growth and community wellbeing.

The ambition of the Creating Sustainable Places Programme is not simply to coordinate investment.

It is to help Responsible Bodies ensure that these decisions are informed by trusted evidence, aligned around shared priorities and focused on creating lasting public value.

Creating Better Outcomes

The ambition is to create places where:

- Children receive the education they need.
- Families can access suitable and affordable housing.
- Communities become healthier, safer and more inclusive.
- Public services work together more effectively.
- Public assets deliver greater long-term value.
- Capital investment supports long-term financial sustainability.
- Public investment delivers lasting social, environmental and economic benefits.

Creating Sustainable Places is therefore about creating better outcomes for people, stronger public services and more resilient communities.

The Journey Continues

The Creating Sustainable Places Programme represents the long-term evolution of the Creating Places Initiative.

As more organisations adopt the Creating Places Operating Model, contribute to the Common Evidence Base and collaborate through the Creating Places Partnership, new opportunities for evidence-led place-based strategic planning will continue to emerge.

Communities will evolve.

Evidence will grow.

Investment priorities will change.

The Creating Places Initiative will continue to evolve alongside them.

Together, we have an opportunity to:

- Create trusted evidence.
- Support informed, evidence-led, data-driven decision-making.
- Coordinate long-term investment.
- Strengthen resilient communities.
- Improve long-term financial sustainability.
- Deliver lasting public value.
- Create sustainable places for future generations.

The Creating Sustainable Places Programme is being developed to help Responsible Bodies apply the Creating Places Operating Model beyond education, using a trusted Common Evidence Base to support coordinated, long-term strategic planning across entire communities.

Once organisations establish a shared evidence base through the Creating SEND Places Programme, the same strategic planning capability can naturally extend across education, housing, health, children's services, adult social care, regeneration, infrastructure, public assets and investment. Rather than planning these independently, Responsible Bodies have the opportunity to coordinate decisions around the long-term needs of communities, creating stronger connections between public services, public assets and public investment.

Education remains the starting point because schools influence where families choose to live, how communities grow, where infrastructure is required and how public investment is prioritised. By beginning with education, organisations establish the strategic evidence needed to support broader place-based planning, ensuring that investment decisions are informed by a holistic understanding of the communities they serve rather than by individual services operating in isolation.

Supported by the Optimise Strategic Planning Platform, Responsible Bodies can continually develop their Common Evidence Base, identify strategic opportunities, coordinate investment and establish a living strategic planning capability that evolves alongside changing communities, national priorities and future investment opportunities.

The ambition of the Creating Sustainable Places Programme is not simply to deliver individual projects. It is to help Responsible Bodies move from planning individual services to planning places, creating better outcomes through stronger collaboration, better-informed decisions, more effective use of public assets and investment that delivers lasting social, environmental, economic and financial value.

Creating Places is not a destination. It is a continuous process of learning, planning and improvement. Better evidence creates better decisions. Better decisions create better investment. Better investment creates stronger communities and more sustainable places.

Applying the Creating Places Operating Model to coordinate long-term capital investment and create lasting public value across entire communities whilst realising ongoing revenue savings.



THE CREATING SUSTAINABLE PLACES PROGRAMME

OUTCOMES

Coordinate investment. Optimise assets. Strengthen communities.
Deliver lasting social, environmental, economic and financial value.



MEETING COMMUNITY NEEDS AND GROWTH

Plan for 1.5 million new homes, respond to changing demographics and ensure education and services grow with communities.



RESPONSIBLE STEWARDSHIP OF THE PUBLIC ESTATE

Address more than £30 billion of maintenance and decarbonisation investment, explore surplus land opportunities and optimise existing public assets.



COORDINATED INVESTMENT AND PRIORITISATION

Align education, housing, health, infrastructure and regeneration investment using trusted evidence and shared priorities.



INTEGRATED PLANNING ACROSS SERVICES

Coordinate decisions across education, housing, health, children's services, adult social care, infrastructure and regeneration.



LONG-TERM FINANCIAL SUSTAINABILITY

Reduce long-term revenue pressures, improve the use of resources and support financially sustainable public services.



STRONGER, INCLUSIVE COMMUNITIES

Create healthier, safer and more inclusive places where people can live, learn, work and thrive.



LASTING PUBLIC VALUE AND IMPACT

Deliver long-term social, environmental, economic and financial value for current and future generations.



From planning individual services to planning places.
From disconnected investment to coordinated, place-based investment.
From today's decisions to lasting value for future generations.

Contact Us

Ready to explore how the Creating Places Initiative and Optimise could support your organisation?

1st Planner Optimise

Phone: 01629 732967

Email: enquiries@1stplanner.com

Website: www.1stplanner.com

Contact us to start the conversation about creating a trusted Common Evidence Base for better decisions, coordinated investment and more sustainable places.