

BETTER PLACED

ALIGNING MOVEMENT

AND PLACE

Outline for understanding places in relation to movement infrastructure

GOVERNMENT
ARCHITECT
NEW SOUTH WALES



This document at a glance

This outline is an introduction to the Movement and Place Framework to be published by the end of 2019. It sets out a better approach to aligning movement and place in the design, planning, construction and operation of NSW's overall transport network.

The framework will build on a body of interstate and international work. It will ensure the network delivers effective and efficient movement while delivering the maximum social and economic benefits for the people of NSW through the consideration of better places.

Infrastructure New South Wales' State Infrastructure Strategy 2018– 2038, includes a recommendation that Government Architect NSW (GANSW) develop a Movement and Place Framework, which comprises the following components, a Practitioner's Guide with concepts, a core method and references, a Toolkit of technical resources for use in NSW and Governance – a board to provide support, guidance, resolve disagreements and provide endorsement. The outline document, Aligning Movement and Place, provides an introduction to this Framework. It sets out a better approach to understanding places in relation to movement infrastructure, to assist state and local government as well as practitioners to balance movement and align movement and place in the design, planning, construction and operation of NSW's transport network.

About this document

Who will use this outline

The NSW transport network is the responsibility of a range of government and professional organisations. The outline will assist these bodies with how they approach this responsibility.

This includes:

- state government agencies such as TfNSW, DPE, and Roads and Maritime Services
- local government
- industry professionals including engineers, traffic and transport planners, urban designers, landscape architects and strategic land use planners.

The framework (a practitioner's guide and associated toolkit) will be developed to meet the needs of design professionals, traffic and transport engineers, strategic land use planners and business case assessors.

Prepared by Government Architect NSW (GANSW), this document explains why and how we need to collaborate on strategies, plans, and projects, across all stages of design and delivery, to achieve a better built environment.

About GANSW

GANSW provides strategic design leadership in architecture, urban design, and landscape architecture, supporting the NSW Government in delivering quality, managing risk, and fostering innovation to maximise public value in the built environment.

In 2016, while reaching a milestone of 200 years in office, the Government Architect shifted from providing a broad range of design and project services, to focusing on its strategic advisory role to government. This consolidated GANSW into a role grounded in process-based thinking from the earliest phases of planning and development. The focus is on developing policies to improve the social, environmental, and economic outcomes for NSW and its communities.

Through a strategic advisory and integrated approach, GANSW advocates for shared accountability to foster a well-designed built environment with positive social impact for the public good.



Why a new approach is needed

As NSW continues to grow there are opportunities to change the way our places and transport network are designed, planned, and delivered in order to deliver the maximum benefit for most people.

In broadening our thinking about our roads, rail and streets beyond movement, places can better deliver social, environmental and economic improvements for the entire community.

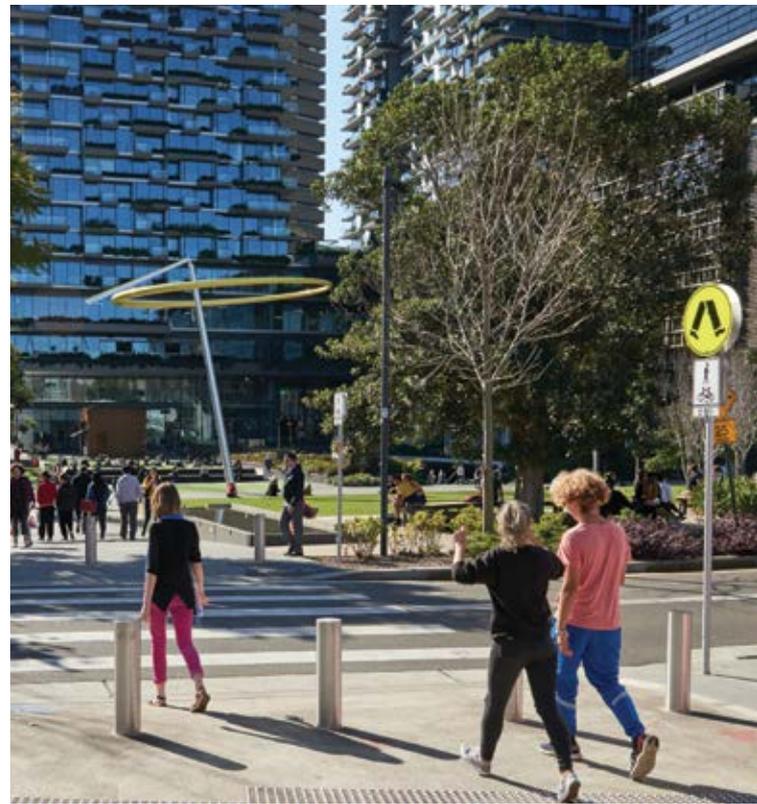
Likewise, in broadening our thinking about movement to both mobility and access, we can promote the right mode for each trip purpose, and plan places that serve local areas and minimise the need to travel long distances.

Place is important

In November 2017, the NSW Government amended the Environmental Planning and Assessment Act 1979 to introduce a new object of good design and amenity of the built environment, and the sustainable management of built and cultural heritage. In 2017, the NSW Government also published four policies that place value on places – Better Placed (Government Architect NSW), Greater Sydney Region Plan; A Metropolis of Three Cities; the Regional Development Framework and Future Transport Strategy 2056.

A place-based approach was adopted in Infrastructure New South Wales' independent report, the State Infrastructure Strategy 2018–2038, with recommendation 4 of the Strategy recommending that the NSW Government Architect develop a Movement and Place practitioners toolkit. These documents outline a place-based approach to planning and delivery of infrastructure and establish key principles that set the desired future character of that place to improve amenity, and deliver better quality outcomes.

Our roads and streets in particular deliver key public spaces for communities, places where people can socialise and add vitality to our neighbourhoods, creating better places to live. Aligning movement and place on streets can



give users of all ages and abilities better, safer and healthier travel options while creating appealing urban environments that people can enjoy.

Well designed places make people want to interact with them, be they tourists and investors looking to visit or do business, or members of a local community choosing how they will move around and where they will spend time. This makes our overall urban environment more healthy, attractive, resilient and equitable (which in turn delivers benefits such as economic productivity).

The Movement and Place Framework is being developed to provide a new cohesive approach to aligning:

- integrated and efficient **Movement** of people and goods;
with;
- amenity and quality of **Places**;
to contribute to the attractivity, sustainability and success of our cities and towns.

A Practitioner's Guide (the Guide) and Toolkit is being prepared by the Government Architect NSW (GANSW) in collaboration with Transport for NSW (TfNSW), Roads and Maritime Services (Roads and Maritime) and Infrastructure NSW (INSW) in recognition of the role good design and planning plays in optimising the place benefits our roads and streets can deliver. It will guide implementation of the Framework by providing detail on the Better Placed Objectives and Transport Outcomes and a variety of tools that can be deployed by practitioners in government and industry.

The Guide acknowledges the important inter-relationship and often dynamic tension between movement and delivering attractive, appealing places that people want to use and enjoy for a wide range of uses. It acknowledges that achieving the best fit between these two functions will deliver the maximum social and economic benefits.

The Guide also acknowledges that successful planning of our transport network is best achieved through a whole of government approach involving all levels of government. It acknowledges the need to coordinate resources on common goals to deliver truly sustainable investment.

Where the framework fits

This Outline and the Guide sit under Better Placed, a policy developed by GANSW to create a better design built environment across NSW, as well as TfNSW's Future Transport Strategy 2056.

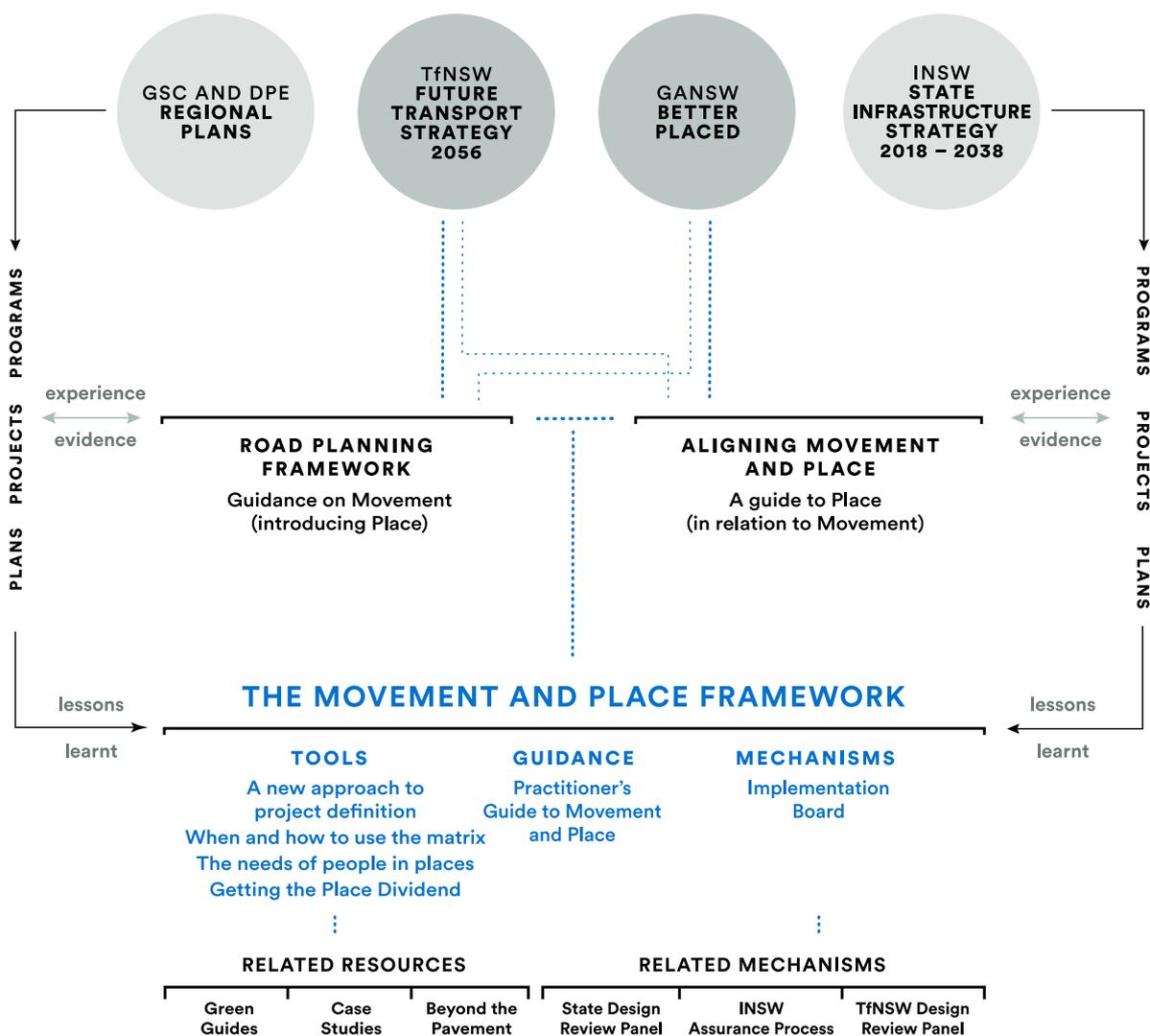
It complements other policies and strategies – most relevantly, Greener Places and Good Urban Design (GANSW), the **Greater Sydney Region Plan; A Metropolis of Three Cities** (GSC) and the State Infrastructure Strategy 2018–2038 (INSW).

Framework structure

The Movement and Place Framework will comprise the following components:

- collaborative guidance produced by the Government Architect NSW together with Transport for NSW, Roads and Maritime Services, the Department of Planning and Environment and other state and local government agencies, in the form of a detailed **practitioner's guide**
- a **toolkit** of resources to help people who are using a movement and place methodology; and
- an implementation board to give people implementing the framework guidance, resolve disputes and provide endorsement.

Where the framework fits



Understanding movement

Movement is how people get about to access their jobs, education and services, as well as the movement of goods required for our cities and towns to function.

It enables people to connect with one another and pursue leisure and recreational activities. It is about efficiently delivering goods and services to drive economic growth. The Road Planning Framework sets out the key considerations in accounting for movement on the NSW road network.

Movement is also a key enabler of places – done well it can enhance and contribute to successful places, by improving liveability, services and economic success. It can create places, as can be seen around our major transport hubs and along our former tram routes. Designed poorly, movement can diminish places and contribute to their decline.

Individual movement links also need to be understood in relation to the overall transport system, and its role in delivering services to all people. For example, a movement link identified as a ‘centre-serving’ corridor may need to accommodate multi-modal transport access to that centre (town or suburban centre). Equally, whole transport networks also need to be overlaid on any individual movement link and a presumption made in favour of ensuring network continuity across that link.

Understanding desired movement patterns

As a precursor to aligning movement and place, the right balance of movement that is sought needs to be understood. The process of balancing movement itself may contribute to better places, as well as making space (and time) for place. To understand and balance movement, the following issues need to be addressed:

- the most efficient, integrated and reliable way to connect people to jobs and key services (e.g. a network strategy or integrated transport framework)
- how to best facilitate the delivery of goods and services essential to economic prosperity and growth (e.g. freight strategy)
- the degree of access to places required to support vital economic, social and recreational activity (e.g. local access strategy)
- trip segmentation by journey purpose to understand which trips currently made could be made by other means (e.g. strategic and switchable trip analysis)
- the modes by which journeys can be made most efficiently (e.g. desired mode split)
- improving safety and encouraging sustainable transport modes to reduce emissions and contribute to public health (e.g. targets for walking, cycling and public transport).

Understanding by assessing options

The consideration of different transport network improvement options is a necessary part of any movement assessment. Design, planning, and development of movement links must consider whether existing infrastructure could be reused, repurposed or used by a different mode, or whether new or replacement capacity or modality is required. In all scenarios, understanding the levels of services of all potential modes of transport is crucial to making an informed assessment.

In relation to roads and streets, movement also needs to be understood across the whole street from property line to property line – that is, including pedestrians and cyclists. Pedestrians and cyclists should be considered in both defining the issue (how walkable or cyclable an area is, and what improvements are required), as well as the solution (how to use the whole street most efficiently, and achieve the desired movement patterns).

Option assessment and selection must involve all agencies affected, including local government as the authority for local streets, so that components assigned to agencies for delivery, such as parallel cycle routes, are correctly identified, funded and delivered.

Understanding place

Places are complex, multi-layered and diverse environments within the broader context of society and the public realm.

They are the spaces where we get together, relax, celebrate and contemplate, as well as work, participate in civic life, learn and exchange.

Places comprise numerous elements, such as the topography of the surrounding area, the existing built environment, the physical enclosure and edges these create, but also the activities generated within, their significance, and whether those activities occur in public or private spaces.

As our State faces social, demographic and climate change we must ensure communities in both rural and urban areas continue to prosper. Most places where we live are created – they are the result of design, planning, and development. Places have distinct qualities, identities and character.

There is great opportunity to improve the network of public space across our regions, cities, suburbs and towns, and how it connects clusters of activity to enable places to evolve over time.

People create places, for people

Peoples' ability to engage with public space, the connective space of society, is the primary contributor to place – people create places. Good places are also made for people, by design and through delivery, and the dynamics of making places is only possible through the active participation of many people, from diverse backgrounds, with differing knowledge or community understanding.

To gain an understanding of place, the involvement of the community is therefore critical, either through place-based plans that have been consulted on, or through direct community consultation.

Places are dynamic

Places change over time – they develop progressively and are created by the interactions or activities of the people who use them. They draw on history, values and the dialogue between people and their culture. Good places increase in value over time and help enrich areas and encourage citizenship. The design of a place's urban environment can allow places to adapt to change, or reduce that place's ability to adapt.

Places exist within places

A larger area may encompass zones of greater and lesser intensity, giving them their own significance. In the context of roads and streets, a study to determine the intensity of places will often come down to individual street blocks. This intensity may be low or localised, yet almost all streets, as public spaces, form part of some people's network of places, providing residents with an address, or a familiar way to get from here to there.

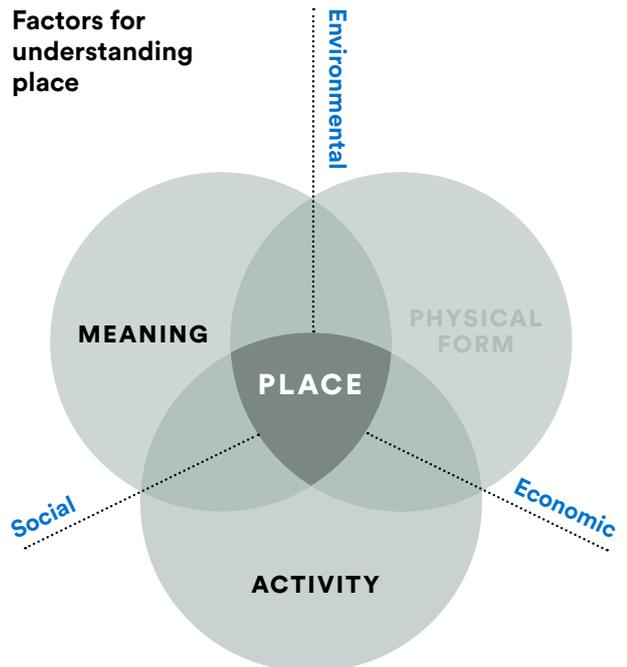
Equally, some places are important due to the lack of alternative places within easy reach – places that can be recognised by what their absence would do.

Factors of place

While places are physical spaces, they can be understood by people in different ways and at different scales. This is because they are made up of many interwoven layers which can be understood through the following key factors:

- meaning
- physical form
- activity

Factors for understanding place



Place analysis

There are multiple ways of identifying, analysing and assessing places. The process requires the input of many people such as built environment professionals, consultants and government agencies and also the people that live and use places. Places should be understood through their context and analysed through their social, environmental and economic factors. This can include, but is not limited to:

- an understanding of the social context, using community engagement (and captured in say a local character statement or local strategic planning statement), or by separate studies (by say a social planner, demographer or aboriginal cultural consultant);
- an understanding of the economic context, using agreed data for measuring vibrancy such as vacancy rates, or by separate study (by say an economic advisor); and
- an understanding of the environmental context (by an urban designer and/or landscape architect), including:
 - the natural environment (the setting in which the place occurs and its role in shaping the cultural meaning of that place); and
 - the built environment.

The built environment is the one aspect of place most directly and physically shaped by practitioners working in the fields of design, planning and development. Assessing the built environment forms a key component of place assessment in working with movement and place. It is undertaken primarily by place experts, urban designers and other built environment professionals, working collaboratively with government, stakeholders and local communities.

In analysing place, a comprehensive process consists of the following:

ACTION DESCRIPTION

DISCOVER

Identify Strategic assessment to identify places, their ownership, management and their geographic extent

Analyse Study and analysis of the social, environmental and economic factors of each place, with detailed analysis of the built environment

Understand Establishing a tangible common understanding of each place using the variables Quality, Quantity, Scale, Distribution, Diversity, Access & Connection and Materials & Details.

Evaluate Evaluate the performance of the place and identify the desired built environment outcomes for each place – areas to change, enhance, maintain or conserve within that place

CREATE

Create Creating a brief for the movement infrastructure based on the understanding of that place and the desired actions / outcomes

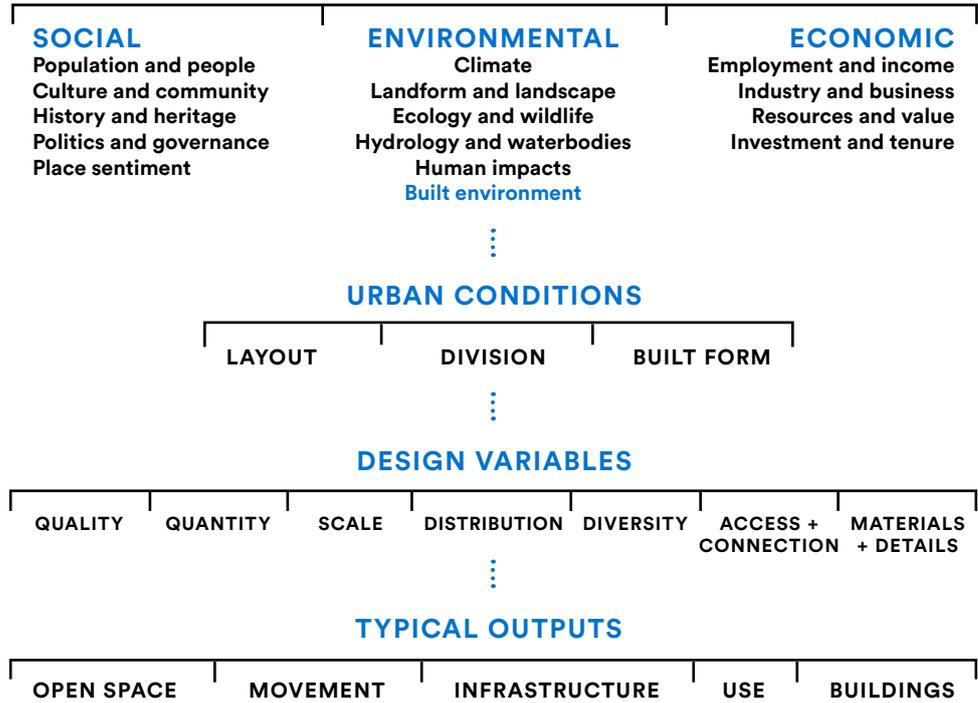
DELIVER

See section *Delivering Improved Place Outcomes*, page 14

Identification and spatial definition of places, including their significance, character and geographic extent may be drawn from existing sources, such as strategic plans (such as a region plan, district plan) and local authority plans (such as the local strategic planning statement, local area plan or place-based plan).

Areas of analysis to understand place

UNDERSTANDING OUR CONTEXT

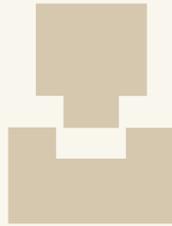


What does alignment look like?

Aligning movement and place is essential to creating better places, designing ways where we can better support place alongside movement priorities will enable communities to stay connected, access the places they need, and thrive in high performing quality spaces.

Better Placed, the design policy for NSW, outlines seven distinct objectives to define the key considerations in the design of the built environment.

Achieving these objectives will ensure our cities and towns, our public realm, our landscapes, our buildings and our open spaces will be healthy, responsive, integrated, equitable, and resilient.



OBJECTIVE 1.

Better fit

contextual, local and of its place

The process of aligning movement and place necessarily requires an authentic understanding of local context – what constitutes a place, where are they located, how do they perform and what do they need to be successful.

Places exist at different scales to movement infrastructure, and are comprised of smaller, finer grained elements. Therefore, alignment movement and place requires a more nuanced, contextual and finer-grained design and management approach to movement infrastructure and where it impacts on places. Movement infrastructure needs to be calibrated to the local needs of a particular place, to ensure the right fit.

Supporting local places can also shape demand for movement infrastructure – places within easy reach by foot or cycle that provide for daily needs can ‘compete’ with short trips by car, particularly if walking and cycling is supported, and short trips discouraged.

Understanding future context is also critical in areas planned for or undergoing change.

The design and planning of key attractors can also shape movement demand. Encouraging active travel to school starts with aligning primary school and sports field locations to key walk and cycle routes, and designing arrival points to, say, prioritise cycle racks over vehicular drop-off.



OBJECTIVE 2.

Better performance

sustainable, adaptable and durable

Environmental sustainability and responsiveness is essential to meet the highest performance standards for living and working. Sustainability is no longer an optional extra but a fundamental aspect of functional, whole-of-life design.

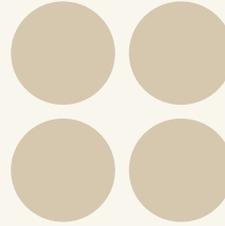
Facilitating and encouraging sustainable transport modes including walking, cycling and public transport and minimising the space dedicated to vehicle movement.

Integrating green infrastructure, including tree canopy, open space, bushland and waterways with urban development and grey infrastructure, such as streets, roads and public transport.

Contributing to resource efficiency (energy, water, materials), including minimising consumption, and accommodating localised energy generation, water recycling and food production.

Prioritising the use of robust, locally sourced materials and resilient, climate-responsive plant species.

Responding to local climate conditions, and using efficient, passive approaches and systems to provide shade, shelter, heating and cooling to reduce the burden on, or need for, mechanical systems.



OBJECTIVE 3.

Better for community

inclusive, connected and diverse

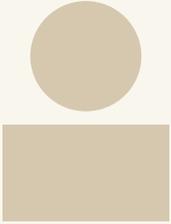
The process of aligning movement and place requires both consideration of the local area, and input from the local community through engagement and inclusive methods of project design and development, that involve different stakeholders and experts skilled in place and movement.

An understanding of a local area, communicated via a plan prepared by the local authority in consultation with the local community, is the best starting point for discussions on aligning movement and place.

Where a local area plan does not exist, then a process for understanding the area done in partnership the local authority with community engagement is the best alternative method for ensuring local benefits realisation.

A process that contains a variety of views, negotiation, compromise and trade-offs – and that documents those trade-offs creates a transparent decision-making process, leading to robust, defensible outcomes.

An outcome that balances movement and aligns movement and place is also likely to receive broader community support.



OBJECTIVE 4.

Better for people

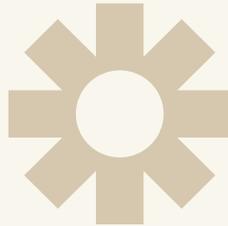
**safe, comfortable
and liveable**

The built environment is a foundation for community health, providing opportunities for physical activity (active and passive exercise), and social interaction which supports enhanced mental wellbeing.

Many attributes of great places can be related to people and liveability. The presence of people of different cultures, ages and abilities gathering for social activities can indicate that a place is providing a safe, comfortable and active environment that they can frequent.

Movement has a role in delivering many of these attributes, such as defining the transport network required to support that place and provide access to it, or providing eyes on the street to make that place safer.

Equally movement infrastructure can provide visual interest and make people feel more or less comfortable in that place.



OBJECTIVE 5.

Better working

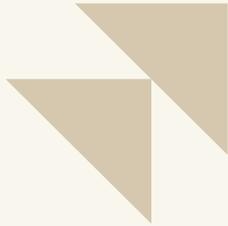
**functional, efficient
and fit for purpose**

A well-functioning place and movement network includes options for people to choose different transport modes to suit their needs and daily routines.

The design of the place impacts on this choice, such as the walkability of the area, ease of crossing, where public transport stops are located, and how easy it is to interchange.

The planning of new attractors / destinations, such as jobs, services, retail, schools and hospitals must also consider their influence on movement patterns. Locate destinations where they can be accessed by multiple modes, identify and plan the key routes by which they are accessed, from 'centre serving corridors' down to local walking routes, and ensure they are delivered, including crossings where movement links cause severance.

Transport choice allows users to dynamically adjust to incidents as well as creating long term 'virtuous circles', where more people using active and public transport benefit not only themselves and others like them, but also can reduce the number of cars (and congestion) on the road.



OBJECTIVE 6.

Better value

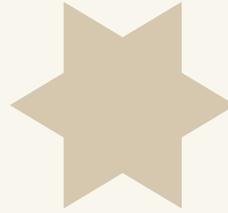
creating and adding value

Aligning movement and place stands to provide better value – both in terms of direct social, environmental, and economic value as well as in terms of user satisfaction and reflection of community standards.

Better social value can be measured in terms of participation and social contact.

Better environmental performance can be measured in terms of the impact on wider systems, such as stormwater management, or surface temperature in extreme weather events.

Better economic value can be measured in terms of unlocking greater property values, as well as through the prosperity of businesses and vacancy rates.



OBJECTIVE 7.

Better look and feel

engaging, inviting and attractive

A balanced approach to movement and better alignment with place needs in project delivery provides the opportunity for a well-designed outcome that considers the integration of movement networks with the local built environment through responding to character, materials, landscape and other key urban design components.

Engaging with local councils, urban and landscape designers has the potential to deliver a range of place benefits that are specific to their context and local aspirations for that place.

Delivering improved place outcomes

To deliver improvement, the design, planning and maintenance of movement infrastructure must consider place and aim to foster improvement.

The desired character of places needs to be understood, and areas of underperformance or barriers to that desired character identified.

The Movement and Place Framework aligns with Future Transport outcome 'Successful Places' and State Infrastructure Strategy by designing infrastructure to complement and enhance the function, rather than merely dictate the form, of the place.

It reflects a shift towards place-based planning and greater place and movement integration in our strategic planning, reflected in initiatives ranging from the Greater Parramatta Growth Area's Place Infrastructure Compact through to directions in the NSW Regional Plans such as 'enhancing strategic transport links to support economic growth'.

A place analysis can define the desired character

Identifying, analysing and understanding the urban environment is the starting point for aligning movement and place (see page 8).

The place analysis undertaken by a multi-disciplinary team provides an understanding of both the existing character, and a plan or series of actions for how that character must change in the future. The aim in articulating the desired state of a place is for it to become, or remain, a well-designed urban environment.

A place-based approach, or 'putting place first', is a useful method of unpacking the complex and contested territory of place versus movement dynamic. This should be done early, and distinct from any analysis of movement function. A transport study to identify the movement outcomes that support that place should also be undertaken.

An understanding of place can be enriched by community input through early consultation with the community or through information identified in prior consultation undertaken by local authorities.

Desired character for areas identified for significant change may also need to be understood through a future vision for that place, as set out in strategic plans and frameworks.

Just as we assess performance during the typical movement peak in transport planning, so too we need to ensure our places perform well in the typical 'place peak' (the highest intensity of people staying or moving within the place) when aligning movement and place. These peaks may be distinct (such as a commuter flow and late-night entertainment), leading to different performance over time, or peaks may overlap (a commuter flow and evening trading), leading to trade-offs.

There are a range of new tools that can help you analyse place including DPE Local Character & Place Guide & GANSW Advisory Note 'Place Analysis'.

Extent of places in terms of movement

Generally speaking, places are areas connected to, or through by movement. While some may be linear and movement-related, as in high streets, many are broad areas with greater or lesser intensity. Therefore, in addition, understanding a place's relationship to associated movement links needs to be granular to be useful in improving place within a movement and place analysis. Broadly, places can be grouped according to how they interface with movement links:

- Places that are on movement links
- Places that are also movement links
- Places nearby to / connected with movement links but 'offline',

which will influence the manner in which the movement infrastructure needs to respond to that place.

Balancing Movement

Just as place identification and assessment is a key precursor task to aligning movement and place, so too does movement need to be better understood and balanced in order to identify the areas that can be more efficient, and ‘make space for place’. In order to do this, the following considerations should be made:

- Policies and plans for the road or street such as designation as a ‘transport corridor’ as defined in Future Transport, or a specific movement designation in an integrated transport plan.
- Alternatively, networks must be overlaid on the relevant movement corridor and accommodated. There must be a presumption in favour of making special provision for any network identified for a link unless an alternative proposal has been validated and, if interventions are necessary, those interventions are funded and identified for delivery.
- Movement should be made as efficient as possible, including by assessing the walkability and cyclability of short trips, and the role of public transport for longer journeys. Efficiency can be both spatial (maximising people-throughput), as well as temporal (setting an objective for public transport to be time competitive with private cars, for example).
- Strategies should be in place for achieving mode shift. Support can range from the specific to the general, eg: on-the-ground-campaigns, infrastructure (like bus lanes), network adjustment to reroute movement and/or blanket guidance such as a modal hierarchy.
- A precautionary approach should be taken to short-term demand (such as growth in non-strategic movement) – approaching increased throughput with caution, and taking active measures to support places impacted.

Classification of roads

For consistency across a programme of work, such as road planning, it is useful to use a classification system that relates the relative significance of movement to other movement links, and places to other places. This exercise of using a classification system is a ‘thinking and sorting tool’ and should not be seen as describing place or defining outcomes.

Where matrices are being used, the assessment should be at a fine grained spatial level, so that places can be identified and their relative significance mapped out in order to be overlaid on movement links.

The outcome of this exercise is to:

- identify the scale of the challenge in aligning movement and place
- identify if there is a priority consideration
- identify the appropriate assessment approach and which kinds of tool might be most appropriate to achieve balance.

See table below for example.

Note that local places still require recognition and design but may be approached differently compared to more significant and complex places, such as by a local place assessment and kit of standard tools.

Using classification to identify outcomes

LOCAL PLACE, LOCAL ACCESS	LOCAL PLACE, SIGNIFICANT MOVEMENT	SIGNIFICANT PLACE, LOCAL ACCESS	SIGNIFICANT PLACE, SIGNIFICANT MOVEMENT
Alignment may be achievable through tools, rules of thumb and guides	Incremental improvement through negotiation/consensus	A multidisciplinary team will be required, possible changes to form/function	A multidisciplinary team will be required, likely changes to form/function
Neither has priority	Strategic movement functions prioritised without ignoring place	Delivering successful place prioritised without ignoring access (e.g. deliveries)	Neither has priority – trade-offs and compromise required
Access required but need not be fast or efficient	Explore behaviour change/enhanced public and active transport mode share	Access required but need not be fast or efficient	A range of options, tested and evaluated by a multidisciplinary team, will be required to determine best fit.
Place improvements may be individually modest but across a large area	Place improvements may be modest, and aimed at mitigating effects of movement, or dealing with clear underperformance	Place improvements likely to be significant and tailored	

Methods and processes to align movement and place

Delivering better places for NSW requires a high level of ambition and careful stewardship. The interaction between movement and place is dynamic, as places create demand for the movement of people and goods, just as movement serves and shapes places. Many disciplines thus shape the optimum balance, including land use planners and transport planners in shaping and serving supply, and communities in generating demand.

The process of balancing movement and place largely requires compromise – either because of the limited space available in existing built-up areas, or in new projects due to the tension between vibrancy (often requiring compactness) or value for money vs accommodating all possible functions.

To ensure the best outcome for both movement and place, the process must be as inclusive and exploratory as possible including looking at various options, with all key stakeholders and experts from different disciplines.

For this reason, project managers must identify all key disciplines relevant to a project from the outset, and to assemble a project team and engagement process that will gather relevant views. Teams may include a number of ‘movement’ practitioners with specific expertise on modes, journey types or scales of movement, as well as practitioners focused on place, including local authorities, land use planners, social planners and urban designers. Teams should seek balance between the number of practitioners on movement and place, giving each equal weight. Multidisciplinary teams are recommended, so that both movement and place assessments can be undertaken separately at first and then brought together, but all projects should aim for interdisciplinary thinking – each member of the team working with others to achieve a best fit.

Identifying outcomes early in a process can have greatest impact with the least associated change cost. All projects should identify place outcomes for delivery at the earliest phase of the project.

Main Street, Rouse Hill



Project stages

Movement and Place can be delivered at all stages in delivery of a project or programme, as well as in the ordinary operation and maintenance of both movement infrastructure and places. Its practical application will change at different stages from project definition where it will assist with research and arriving at an appropriate definition through to operations and maintenance where it can be used to build end of life and project renewal options.

See table below for example.

Identifying outcomes early in a process can have the greatest impact with the least associated change cost. All projects should aim to identify place outcomes for delivery at the earliest phase of the project.

Delivering Place benefits in Movement projects and programmes

DESIGN PROCESS	PROJECT STAGE	PREFERRED APPROACH
Discover	<i>Operation</i>	Use Planned and Unplanned Incidents, Special Events and Trials to identify improvements
	Definition	Invest in Places, supported by Movement
	Initiation	Include Delivery of Place Benefits in Terms of Reference Agree project principles for both Movement and Place
Create	Planning	Develop multiple scenarios for delivering movement functions and improving place and identify a preferred scenario
Deliver	Execution	Use construction management to test solutions Ensure construction management addresses Place
	Monitoring and Control	Change control to refer back to Place benefits
	Close	Undertake post-implementation surveys of changes to both Movement and Place
	<i>Maintenance</i>	Create multiple scenarios around the end-of-life of assets or asset renewal programmes

Engagement

Iterative processes, with multiple stages of data gathering, discussion, workshops, refinement and re-evaluation are more likely to be able to achieve this best fit.

In addition, participants in a Movement and Place process should aim for:

Clarity

What are the core requirements and why? Can these be articulated in the form of principles? Which elements are necessary vs desirable to meet that principle? How might these requirements be prioritised?

Collegiality

Engage with other points of view and seek to understand what success looks like for others. Look for areas of common ground. Offer suggestions and propose solutions. Be prepared to be challenged.

Constructive challenge

Challenge assumptions that are not universal, offer new tools and viewpoints if they are missing. Constructive challenge does not mean being positional or obstructive, but ensuring that solutions are robust and will stand up to external scrutiny.

Common understanding

Work together to achieve better outcomes – explore opportunities for codesign, embedding, combined site visits etc. In order to achieve better outcomes a consensus view of the challenge, and best negotiated solution, is desirable. The process of reaching a best fit may involve identifying areas of conflict, and seeking trade-offs to resolve those conflicts. Good consensus-based decisions capture difference – through minuting, declared reservations or, if necessary, objection / dissent.

Documenting Choices

Documenting the choices made in order to achieve balance / consensus is crucial. This is because projects, assumptions, priorities and ways of working all change over time. Where any project goes through significant change control, understanding these trade-offs will assist in the realignment of the project without needing to start the process afresh. This will assist in avoiding project drift – change over time eroding key benefits.

Community understanding and acceptance of the process used to balance movement and place as well as the outcomes of that process is also key to a successful outcome, and transparency is therefore highly desirable.

Managing Transition

Many of our places are in flux. Improved connectivity through new transport networks and technology, degradation due to speed, noise, air quality, change of land use, development intensity and changes in the economy and settlement patterns all affect how places may evolve in the future. Identifying the desired future character of a place requires not only identification of the best-possible realistic future, but also the short, medium and long term changes that need to occur to enable that future state to come about.

Supporting the process

As the Movement and Place Framework is new to NSW, a panel of experts to guide its proper use would help practitioners obtain advice on whether the proposed methodology in any given project is appropriate, having regard for the scale, type of infrastructure, its geographic location and the resources available to the project team. In this way, practitioners could ‘check in’ early in the process, to ensure a consistent body of work on Movement and Place emerges.

The balancing of movement and place is not only complex, but contested – there are competing demands made on the space in our cities and towns, and equally we must use the undeveloped land we have efficiently to ensure the vibrancy of future communities.

While the Movement and Place Guide will identify benchmarks for movement and place (such as place performance indicators), there is a role for an independent arbiter to assist in resolving any disputes that arise. Equally, endorsement of a program or project adopting a Movement and Place approach would help realise that program or project – for example by supporting funding bids.

Next steps

Building the Framework

GANSW working together with the transport cluster, INSW, the Department of Planning & Environment and other key NSW government stakeholders will:

Produce a practitioner's guide to Movement and Place that will go into the principles set out in this document and the Road Planning Framework in more detail. A draft guide will be circulated for comment in 2019.

Produce a series of tools aimed at:

- Knowledge Gaps: Provide a common understanding, filling in any current knowledge gaps, such as how to evaluate levels of service for cycling and walking
- Methods: articulate better processes, including governance
- Design: techniques that can be used to balance movement and place.

Produce case studies of where movement and place has been well aligned, and could be improved.

Aim to establish a panel or board to champion and guide the implementation of Movement and Place in NSW, by reference to the six outcomes for NSW set out in Future Strategy 2056 (including successful places) and the seven design objectives for NSW set out in Better Placed.

Suggested functions of the panel or board include:

- reviewing referred projects, or projects it identifies for review
- providing guidance on implementation of the Movement and Place Framework
- endorsing methods for assessing movement and place for implementation on a project or programme
- endorsing the outcomes of a specific movement and place assessment for incorporation in a brief, plan, business case or funding request
- identifying emerging issues and opportunities requiring guidance or tools; and
- guiding outcomes in the case of dispute.

Aim to establish an expert reference group for guidance and feedback, with representatives from industry.



Design objectives for NSW

Seven objectives define the key considerations in the design of the built environment.



Better fit
contextual, local
and of its place



Better performance
sustainable, adaptable
and durable



Better for community
inclusive, connected
and diverse



Better for people
safe, comfortable
and liveable



Better working
functional, efficient
and fit for purpose



Better value
creating and
adding value



Better look and feel
engaging, inviting
and attractive