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building successful new communities

Lessons from the TCPA's New Communities Group





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Lessons from the TCPA's New Communities Group
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**Town and Country Planning Association
17 Carlton House Terrace
London SW1Y 5AS
020 7930 8903
tcpa@tcpa.org.uk
www.tcpa.org.uk**

Authors

This report has been written by **Kate Henderson** and **Alex House**.
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to section 3 on 'project management within the local authority'.

The report is based on analysis of the NCG member's five-minute factsheets and
reflects the experience of a wide range of local authorities, but not every detail
contained within it will reflect the opinions of all the NCG members.

About the TCPA

The Town and Country Planning Association (TCPA), founded in 1899, is the UK's oldest independent charity focused on planning and sustainable development. Through its work over the last century, the Association has improved the art and science of planning both in the UK and abroad. The TCPA puts social justice and the environment at the heart of policy debate, and seeks to inspire government, industry and campaigners to take a fresh perspective on major issues, including planning policy, housing, regeneration and climate change.

The TCPA's objectives are:

- **To secure a decent, well designed home for everyone, in a human-scale environment combining the best features of town and country.**
- **To empower people and communities to influence decisions that affect them.**
- **To improve the planning system in accordance with the principles of sustainable development.**

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Ebbw Vale City Centre from River Lake with the Ebbw Crossing in the background.

Two new lively waterside residential neighbourhoods, carefully integrated with employment spaces.

The River Ebbw runs through the heart of Ebbw Vale Central, creating a vibrant riverside quarter.

Foreword

The **TCPA New Communities Group (NCG)** is a unique network of ambitious local authorities and development corporations planning and delivering exemplary large-scale new communities, from Garden City inspired new towns and villages to urban regeneration and extension schemes.

I have been involved in the NCG since its inception almost a decade ago and it is a privilege to have had the opportunity to collaborate with so many proactive councils who want to deliver high-quality new communities for people to live, work and play in. Whether on an NCG site visit, chairing a parliamentary briefing or running a thematic seminar, I am often struck by the importance of political leadership, the passion and dedication of the officers, the approach to collaboration with delivery partners, and the genuine commitment to leaving a positive legacy for future generations shared amongst the NCG members. However, the journey each of the councils have been on has rarely been smooth and one of the key benefits of the NCG has been identifying challenges and working together to try and overcome them.

The TCPA has been examining the key ingredients and barriers to delivering large-scale new developments for some time. Our practical guides and research reports on new communities - from Garden Cities and New Towns to Garden Villages - provide a comprehensive suite of learning and can be found on the TCPA website.

The purpose of this report is to capture the progress being made, and to share information on current lessons being learned, from local authorities and development corporations at the forefront of planning and delivering our new communities today. It provides a valuable insight into the challenges on the ground and we hope it will be a useful resource for councils and their delivery partners when considering large-scale growth in the future.

The TCPA is grateful to the Lady Margaret Paterson Osborn Trust and Places for People for their support for this report. I would like to thank all of the members of the NCG, for sharing the progress they are making and the challenges they are facing, and for collaborating with the TCPA over the long-term. Special thanks to Alex House who has helped coordinate the NCG from the start and has co-written this report.

Kate Henderson

Chief Executive
Town & Country Planning Association (TCPA)
May 2018

1 1.1

About the TCPA New Communities Group (NCG)

The TCPA New Communities Group (NCG) was established in 2009 by the TCPA and the Department for Communities and Local Government (renamed and refocused as the Ministry of Housing, Communities and Local Government - MHCLG - in 2018). Its members are ambitious local authorities and development corporations planning and delivering exemplary large-scale new communities, from Garden City inspired new towns and villages to urban regeneration and extension schemes. The MHCLG and Homes England work closely with the NCG to align support and learning for members.

The NCG collectively helps to develop plans, provide political support and encourage a sharing of knowledge and best practice through seminars, workshops, study visits, parliamentary briefings, ministerial meetings and newsletters. Together the NCG is providing innovative local leadership for plans delivering over 200,000 new homes.

After receiving seed-funding from government in 2009 for the first 12 months, the NCG evolved into a self-financing network, with local authority members paying an annual fee in return for a range of membership benefits:



a programme of CPD learning opportunities delivered through thematic seminars, workshops, and site visits to developments;



strategy meetings at which members can exchange their experience of planning and delivering new communities;



opportunities for high-level political engagement which include an annual parliamentary briefing for the NCG council leaders and meetings with Ministers;



bi-monthly newsletters communicating the progress of the new communities and highlighting news on relevant policy and funding announcements, publications, training and other events;



a profile of members' new community/communities on the TCPA website; and



regular updates on key legislative and policy changes which have direct relevance to the delivery of large-scale new developments.

More information on the TCPA New Communities Group can be found here:

<https://www.tcpa.org.uk/new-communities-group>



Box 1: Learning opportunities

Each year the TCPA provides a series of learning opportunities for the NCG members. Thematic seminars are specifically designed to meet the needs of the NCG and include the latest insights from national and local government, expert technical advice and case studies of good practice from across the public, private and voluntary sectors.

Topics covered by NCG thematic seminars include:

- Accelerating delivery
- Affordable housing
- Climate change adaptation
- Community engagement and social media
- Community-led housing, self- and custom-build
- Development Corporations
- Education
- Estate management
- Finance
- Garden City Principles
- Governance models
- Green infrastructure
- Healthcare infrastructure
- Healthy weight environments
- Infrastructure delivery
- Land value capture
- Long-term stewardship
- Retail and commercial
- Section 106 agreements
- Sustainable energy
- Transport
- Utilities
- Viability



1.2

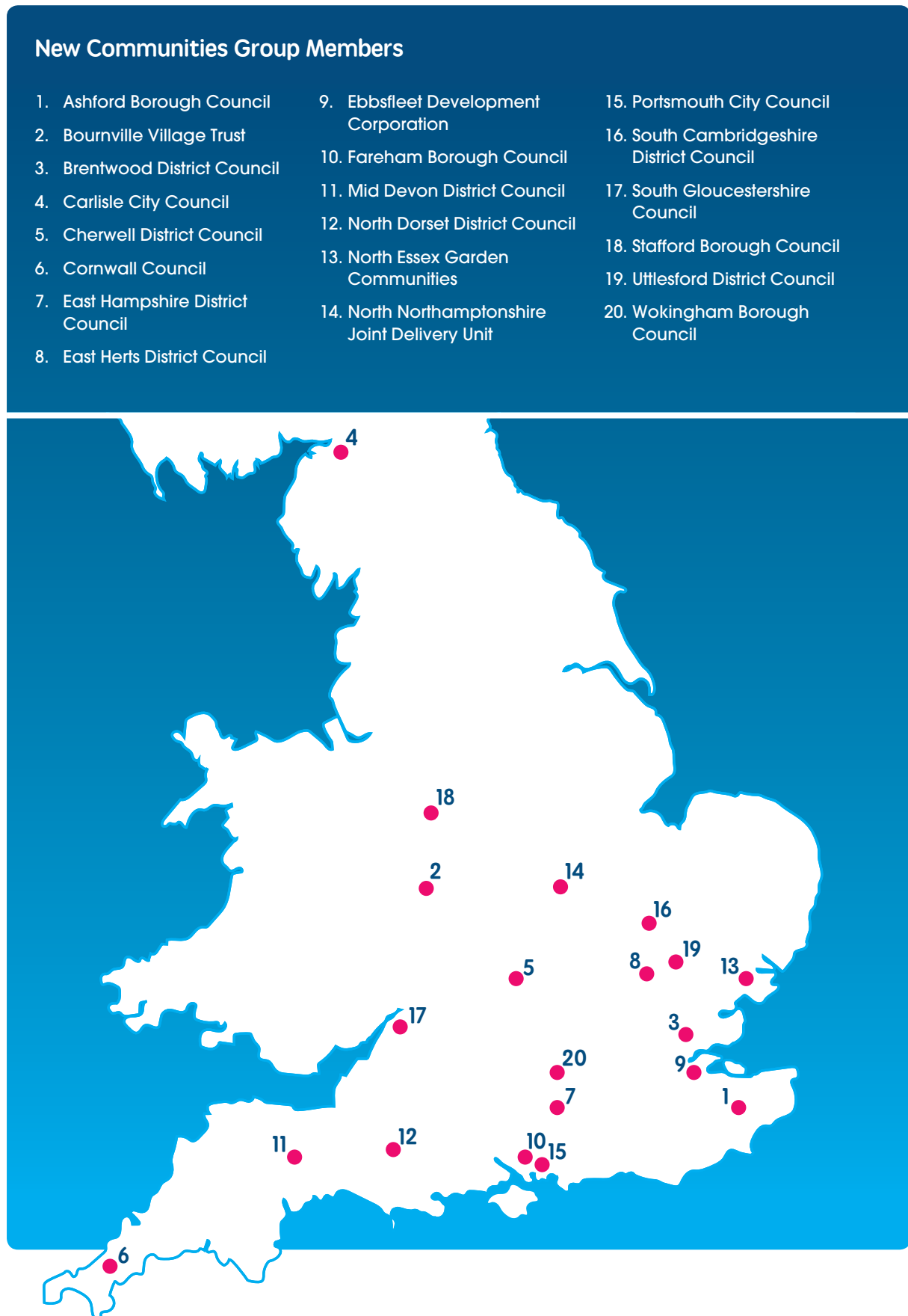
Members of the NCG

The NCG has gone from strength to strength and at the time of writing this report there are 20 members. Current members of the NCG are **Ashford Borough Council, Bournville Village Trust, Brentwood District Council, Carlisle City Council, Cherwell District Council, Cornwall Council, East Hampshire District Council, East Herts District Council, Ebbsfleet Development Corporation, Fareham Borough Council, Mid Devon District Council, North Dorset District Council, North Essex Garden Communities, North Northamptonshire Joint Delivery Unit, Portsmouth City Council, South Cambridgeshire District Council, South Gloucestershire Council, Stafford Borough Council, Uttlesford District Council and Wokingham Borough Council** (see figure 1).

The projects being delivered by the members represent a range of development scales, in various locations, and at different stages of planning and delivery. This report showcases that there is a wealth of learning from the experience of the NCG members, and highlights key lessons for others bringing forward large scale development.



Figure 1: NCG members map



1.3

About the report

The report is structured in four parts. Following this introduction, **section two** sets out the key lessons from the NCG and **section three** provides an example of the proactive collaboration between NCG members illustrated by the initial findings of a working group on the importance of project management within a local authority.

Members of the NCG have all contributed their experience to this report and **section four** captures this in a series of 'five-minute factsheets'. Each factsheet provides a brief overview of NCG members' large-scale developments, experience and the lessons they have learned from the process so far.

Section Two

2
Key lessons
This section of the report is based on the common lessons experienced by NCG members in delivering large-scale new communities. The key lessons, which draw upon the NCG member's five-minute factsheets in section four, aim to summarise the challenges and opportunities the councils are facing and highlight learning for others bringing forward large-scale development today.




Section Three

3
Project management within the local authority



Section Four

4
Five-minute factsheets on members of the NCG



2

Key lessons

This section of the report is based on the common lessons experienced by NCG members in delivering large-scale new communities.

The key lessons, which draw upon the NCG member's five-minute factsheets in section four, aim to summarise the challenges and opportunities the councils are facing and highlight learning for others bringing forward large-scale development today.



2.1

Political and corporate leadership

Members of the NCG all agree that long-term political and corporate leadership within the local authority is a critical ingredient for the successful delivery of new communities. The initiation of any large-scale project requires the sustained enthusiasm and commitment of local leaders, otherwise the project is unlikely to be successful.

Ensuring early political engagement and support for the principle of the project by council leaders is essential in order to create certainty, gather momentum and generate confidence. National leadership, including the need for a consistent and supportive policy framework as well as financial support for councils, is also vital.

Building cross-party consensus – both at the local level and nationally – on the need for jobs and homes in large-scale sustainable new communities has been important for the NCG members. The factsheet on Bicester Garden Town by Cherwell District Council highlights how Bicester has benefited from strong local

leadership and national recognition; it has so far been designated as a Garden Town, a national pilot in the NHS England Healthy New Towns programme, the only development building out to Eco-town standards and as the largest self build site in the UK. Bicester is set to almost double in size and Cherwell District Council have taken a **'whole town approach...to integrate new development with the existing town and ensure that Bicester is a great place to live, work and invest'** (see factsheet 5).

A barrier to the long-term commitment of local leaders can be that national and local politicians sometimes work to political cycles rather than beyond them. The delivery period of the new community will extend far beyond several electoral cycles – and will often benefit future generations not represented in the political process.



2.2

Clear vision and principles

NCG members highlight the importance of establishing an ambitious vision and principles for the new community early on. They recognise that the vision established for the new community should be a shared commitment which has been formed following engagement with the existing local community, other delivery partners and stakeholders. Design Codes and Quality Charters have been useful tools in expressing the vision.

Ashford Borough Council have adopted both a Design Code and Quality Charter at Chilmington Green highlighting that their Design Code **'...aims to ensure that the aspirations for delivering a high quality environment with a memorable sequence of public spaces and a variety of character areas will be achieved as it is built over a period of around 25 years. Also, a Quality Charter, aims to guide progress towards [Ashford Borough Council's] shared goal of creating a vibrant sustainable community'** (see factsheet 1).

Councillors can play a positive role in communicating to local residents and businesses both the long-term vision and the multiple benefits of attracting investment in large-scale development. Uttlesford District Council have identified a **'...clear vision, objectives, ambition, commitment linked to full community engagement'** as a key ingredient to the successful delivery of a new community (see factsheet 19).



2.3

Strong planning frameworks

NCG members recognise that strong planning frameworks, underpinned by community engagement, are essential in delivering places that will stand the test of time and positively influence behaviour and promote healthy lifestyles. South Cambridgeshire District Council highlight the importance of establishing **'...a holistic spatial vision enabling creativity and innovation through place making, partnership working and community engagement'** (see factsheet 16).

NCG members cite effective planning structures at the strategic, local plan and masterplan levels as essential ingredients to successfully delivering new communities. Government policy, in particular the National Planning Policy Framework (NPPF), has an important role in shaping both plan-making and planning decisions. Some NCG members highlight the viability test in the current NPPF as a barrier to the delivery of high-quality new communities and the government is currently consulting on this in the revised draft NPPF¹.

Many members of the NCG understand that a coordinated strategic overview, working across local authority boundaries, is vital to sustainably realise the potential of an area within environmental constraints. Strategic planning for new large-scale developments can reduce costs, promote efficiency and reduce conflict, while protecting the environment and promoting development in the right places, by:

- providing clarity, certainty and confidence for private sector investment and sharp priorities for public investment;
- providing clear directions for public and private investment, ensuring that they are aligned – and bringing national and local spending plans together;
- giving clear directions for local decision-making and avoiding unnecessary disputes;
- reining in unrealistic aspirations – and reducing the potential for massive over-bidding for land or resources;
- providing a context within which local government can agree on issues such as housing;
- providing capabilities and capacity only available to a small number of larger authorities (i.e. promoting economies of scale); and
- providing planning frameworks which can relate to functional areas such as travel-to-work areas and housing market areas.

¹ The revised draft National Planning Policy Framework was published for consultation between the 5 March 2018 and 10 May 2018.

South Gloucestershire District Council is a good example of strategic planning where ***'...proactive cross boundary working and strategic planning across the four West of England authorities to identify locations for strategic growth has resulted in the identification of the opportunity, and subsequent inclusion of Buckover Garden Village as a strategic location for growth in the Joint Spatial Plan'*** which will be subject to examination in public later in 2018 (see factsheet 17).

Many of the NCG members cite the importance of having their large-scale sites allocated in adopted Local Plans and using these plans to explicitly affirm the principles of their developments by including them in policy.

In North Northamptonshire ***'...Joint Planning and Delivery arrangements have provided an up-to-date Joint Core Strategy and helped ensure that adequate staff/consultancy capacity and expertise are in place'*** (see factsheet 14).

NCG members recognise that both residents and developers seek certainty in the planning process and that local planning authorities can help to create certainty by having a Local Plan in place.

As well as policy detail in Local Plans, NCG sites are supported by development briefs, supplementary planning documents and implementation frameworks, which set out comprehensive development policies for the new community.

Members of the NCG also recognise that a partnership approach to masterplanning is essential, and the masterplan itself should act as a framework for development, rather than a rigid blueprint, with the flexibility to adapt to change while maintaining a strong vision.

For guidance on planning for large-scale development, see the TCPA's Practical Guides for Creating Successful New Communities - **Guide 1: Locating and Consenting New Garden Cities** and **Guide 3: Design and Masterplanning** <https://www.tcpa.org.uk/guidance-for-delivering-new-garden-cities>



2.4

Honest partnerships and collaborations with developers

Creating new places inevitably involves a wide range of stakeholders, statutory agencies, and partners across the public and private sectors who are responsible for the wide variety of necessary infrastructure, utilities and services needed to make places function.

Many NCG members cite the importance of effective partnership working across the public, voluntary and private sectors, and across local and national government. East Herts District Council state that **'...working together in partnership has to be a 'given' when delivering large scale sites'** (see factsheet 8) and Carlisle City Council identify **'...partnership working including public – private collaboration'** as a key lesson for the successful delivery of new communities (see factsheet 4).

South Cambridgeshire District Council provide a good example of partnership working with government agencies highlighting the council's **'...success in partnership is evident, such as working with Homes England at Northstowe to create a healthy new town'** (see factsheet 16).

NCG members understand that the private sector has a vital role in creating confidence which is central to the long-term success of a new community. Like the local authorities involved, the private sector must also take a leadership role and make a long-term commitment to the vision for the new development. NCG members highlight that the private sector should acknowledge that it takes time for communities to develop, socially as well as physically, and that a long-term partnership approach is needed.

Challenges experienced by NCG members include the complexity of the developer consortium, which sometimes makes negotiations and communications difficult to get right. Allowing time and investing in these relationships is crucial; it also enables the various parties to better understand each other's priorities and approaches to delivering high quality places.

Many of the NCG member's proposed new communities involve a number of landowners, who in turn may each have different agreements with developers. Where unified land ownership is not with the local authority, alignment of the vision and the timescale for realising added value is of the utmost importance and must be addressed at the earliest possible stage – otherwise land ownership and planning will pull against each other, probably to the detriment of good delivery. NCG members identify the importance of collaborating to agree comprehensive solutions, but recognise that this may introduce particular challenges, especially in circumstances where not all parties may be willing or financially able to commit to working with each other.

NCG members cite that the relationship with the site promoter/developer needs to be honest with a holistic understanding of the project from the outset.

For guidance on delivering new communities see the TCPA's Practical Guides for Creating Successful New Communities -

Guide 2: Finance and Delivery:
<https://www.tcpa.org.uk/guide-2-finance-and-delivery>

2.5

Skills and resources to deliver

NCG members recognise that to deliver a comprehensively planned new community there needs to be a long-term, dedicated means of delivery, with a multi-disciplinary delivery team.

Coordination from the top of the local authority is vital, as well as having the necessary resources and skills in place to deal with the development over its delivery lifetime. If a local authority decides to take the large-scale option, it will need a dedicated team with the right skills and expertise from the offset. Ebbsfleet Development Corporation have identified **'...ensuring there is a dedicated delivery vehicle or service established within the local authority to focus on the creation of the new community'** as a key ingredient of success (see factsheet 9).

Resourcing the process can be made a positive shared endeavour. Stafford Borough Council highlights the need for resources identifying the importance of **'...having the ability to commission the appropriate technical reports'** (see factsheet 18).

Members of the NCG identify that a resource commitment from both the local authority and the developer is often the most constructive approach, aligned to working towards a shared vision, while respecting and protecting the formal democratic decision-making process. The team must share the common goal of bringing forward the new community in the most sustainable way.



2.6

Upfront infrastructure funding

A regular challenge to planned new communities is getting the right level of upfront investment. If infrastructure is not delivered on time, numerous opportunities will be missed. Timely infrastructure delivery is important in influencing the way that people live – for example by ensuring that good public transport is in place. This can also have a knock-on effect on the employment opportunities in the area.

All of the members of the NCG recognise that adequate long-term investment is vital to the success of a new community, for example Cornwall Council highlight the importance of access to long-term public funding to deliver upfront infrastructure (see factsheet 6).

History from both the original garden cities and the post-war new towns shows that, properly managed and underwritten by the capture of land values, large-scale new developments can work financially. Ownership of land can facilitate forward-funding - by underpinning borrowing to provide infrastructure - which can then be repaid when the land is sold for its full development value. However, many of the NCG members do not own the land where the new communities are coming forward and, whoever the landowner is, the process takes time. Whether the source of the borrowing is public or private, significant investment is needed very early on to prepare and plan the location and to deliver the infrastructure, even though commercial returns will follow for the investor in due course.

Portsmouth City Council highlight the importance of being granted City Deal status by government which has helped **'...provide supporting infrastructure'** and **'...in the transfer of land currently used...by the Ministry of Defence'** (see factsheet 15).

A key barrier for most NCG members is providing the right infrastructure, in the right locations at the right time, with the associated funding. They find unlocking infrastructure constraints and delivering solutions difficult when institutional and organisational structures often create significant barriers to growth. Big ticket items include primary and secondary schools, healthcare facilities, railway stations and motorway junctions.

Wokingham Borough Council highlight that for successful **'infrastructure-rich development'** there needs to be an **'...early identification of necessary infrastructure to establish requirements, funding and to plan for growth'** (see factsheet 20).

East Hampshire District Council identify a **'...commitment from all parties to delivering town centre and community facilities such as the new secondary school at the earliest stage of development'** as a key ingredient of success (see factsheet 7).



2.7

Community engagement and involvement

In the words of Cllr David Walsh from North Dorset District Council the top three ingredients to the successful delivery of a new community are **'...community engagement, community engagement, community engagement'** (see factsheet 12).

NCG members highlight both the importance of community engagement and the significant challenge in making community involvement meaningful within the complex decision-making framework of planning. Members of the NCG also recognise that giving communities greater power and influence over the places in which they live and the decisions that affect them can deliver better informed decisions as well as socially just outcomes.

The reality is that participation in planning often takes the form of opposition to development – even to development that is vital to meeting social needs, such as housing. Even though such opposition is often from a small but vocal minority, the resulting media attention and pressure on local politicians can have significant implications at both the Development Plan and planning application stages.

To engender confidence and trust in the project within the local area, the existing community (and where possible the future community) should have an opportunity to engage with the proposals for a new large-scale development at the earliest opportunity. If engagement is to be meaningful, it must begin before the first draft masterplan is created, to ensure that local aspirations are taken into account.

Community engagement has been a key factor for NCG members, with many citing that this needs to take place early in the planning process. Key lessons have been to develop a community development strategy early and involve the community in its evolution, imbedding partnership working into the project at all stages. East Herts District Council highlights that **'...working together means working with the local community to allow different views to be incorporated. This is one of the top ingredients – as a practical step towards delivering high quality [the council] have written this into the District Plan; a policy that requires 'master planning' as a process involving local councillors and community. Although flexible, this is now part of [the council's] process, designed to create communities that are not just suburbs of unrelated houses'** (see factsheet 8).



2.8

Community stewardship, infrastructure and governance

NCG members recognise the importance of having community facilities established from the outset of a development to help facilitate social networks and contribute to the quality of life of the developing community. If the right level of infrastructure is not in place before residents begin to move in, strain can be placed on existing services in the area – which tends to be one of the strongest reasons people oppose new development.

A key focus for NCG members has been the provision of facilities such as schools, nurseries, retail units, health facilities and community centres, with activities for everybody and play areas for families to connect with each other in an informal way. They have found it is vital to empower residents to organise their own activities to develop a flourishing community.

Experience from the NCG members illustrates that takes time for communities to develop, socially as well as physically. Community development workers, ideally people drawn from the local community, can welcome new arrivals and act as catalysts for drawing people together.



NCG members are exploring a variety of stewardship and governance models and agree that they need adequate long-term funding which could come from ground rent, an operational sink fund or a share of service charges. Members of the group are keen to ensure governance structures include community representation to help build social capital by supporting interaction and involving local people in planning, as well as in running services, in the new community. Many members of the NCG are committed to achieving strong governance principles that allow for community stewardship and influence from the outset.

Ashford Borough Council has followed the approach of a Community Management Organisation (CMO) which is intended to enable residents' greater influence and ownership of their community. The intended CMO will be a charitable company and will have a diverse income base so that it can operate confidently from the outset and into the future. This sustainable model is designed to reassure residents and local stakeholders that community facilities will be well cared for, coupled to the CMO providing a full and varied programme of activities (see factsheet 1).

In Lightmoor Village, Bournville Village Trust provides an estate management and stewardship service which plays a crucial part in creating and sustaining a flourishing community. A key element is high-quality management and maintenance of good-quality communal areas/ open spaces, and a tenure blind approach to create a mixed community (see factsheet 2).

For guidance on long-term stewardship in new communities see the TCPA's Practical Guides for Creating Successful New Communities -

Guide 9: Long-Term Stewardship

<https://www.tcpa.org.uk/>

[tcpa-pgs-guide-9-stewardship](#)

2.9

Engraining the Garden City Principles

Several members of the NCG are using the TCPA's Garden City Principles as a place-making framework to help create socially, economically and environmentally sustainable new communities (see box 2). They are using a variety of local and supplementary plans to enshrine the Garden City Principles in policy.

Box 2: The Garden City Principles

A Garden City is a holistically planned new settlement which enhances the natural environment and offers high-quality affordable housing and locally accessible work in beautiful, healthy and sociable communities. The Garden City Principles are an indivisible and interlocking framework for their delivery, and include:

- Land value capture for the benefit of the community.
- Strong vision, leadership and community engagement.
- Community ownership of land and long-term stewardship of assets.
- Mixed-tenure homes and housing types that are genuinely affordable.
- A wide range of local jobs in the Garden City within easy commuting distance of homes.
- Beautifully and imaginatively designed homes with gardens, combining the best of town and country to create healthy communities, and including opportunities to grow food.
- Development that enhances the natural environment, providing a comprehensive green infrastructure network and net biodiversity gains, and that uses zero-carbon and energy-positive technology to ensure climate resilience.
- Strong cultural, recreational and shopping facilities in walkable, vibrant, sociable neighbourhoods.
- Integrated and accessible transport systems, with walking, cycling and public transport designed to be the most attractive forms of local transport.

The schemes being delivered by the NCG members represent a range of development scales, in various locations, and at different stages of planning and delivery, and those who have chosen to interpret the Garden City Principles in their developments are doing so in a variety of ways.

East Hampshire District Council have set out how they intend to embed the Garden City Principles for Whitehill & Bordon green and healthy town (see factsheet 7). Ebbsfleet Development Corporation also has an Implementation Framework which ‘... **outlines how the Development Corporation is interpreting and embedding the principles into the development**’ (see factsheet 9).

Other members of the NCG are redefining the Garden City Principles in response to the specific locality and size of their site.

At Welborne Garden Village, Fareham Borough Council ‘...**commissioned a Placemaking Strategy to ensure both high quality placemaking and design are central to the delivery of the new**

Garden Village. The commission will produce a clear strategy for the delivery of a place which achieves the Garden Village design principles’ (see factsheet 10).

At Culm Garden Village, Mid Devon District Council ‘...**is looking to incorporate a locally relevant interpretation of the TCPA’s principles where appropriate, and an early review of the project specific proposals and unique attributes was commissioned [by the council] which will be built upon and developed through the collaborative master planning and visioning process**’ (see factsheet 11).

Brentwood District Council is also ‘...**establishing a clear set of locally specific ‘garden village’ principles...to support the early stage work on spatial masterplanning and project development**’ (see factsheet 3).

North Essex Garden Communities highlight the importance of ‘...**creating strong planning policies to ensure garden community principles are maintained in the future**’ (see factsheet 13).



2.10

Summary of lessons

The lessons explored in this section of the report illustrate the scale and breadth of learning across the NCG. The insights into the challenges as well as the opportunities are intended to be a useful resource for councils and their delivery partners when considering large-scale growth in the future.

The report highlights the importance of following nine lessons:

①

Political and corporate leadership

②

Clear vision and principles

③

Strong planning frameworks

④

Honest partnerships and collaborations with developers

⑤

Skills and resources

⑥

Upfront infrastructure funding

⑦

Community engagement and involvement

⑧

Community stewardship, infrastructure and governance

⑨

Engraining the Garden City Principles

3

Project management within the local authority



While the TCPA facilitates the NCG programme of training and events, a particular benefit of the NCG is the opportunity for members to get together to provide peer review and share learning around a particular issue or approach through setting up a working group. An example of the proactive collaboration between NCG members is illustrated in this section of the report on the importance of project management within a local authority.

Paul Mumford and Lauren Costello (from East Herts District Council), Clare Howe (from South Cambridgeshire District Council) and SallyAnne Logan (from Ashford Borough Council) have formed a working group focused on how to ensure strategic project management within the local authority to ensure the coordinated delivery of a new community. The working group met for the first time in early 2018 and have identified that when discussing the 'delivery of large scale sites', it is easy to overlook that behind the funding of major infrastructure, or the innovative approach to community engagement, or the fantastic quality of design, there needs to be a swift, sensible and clever way of working within a local authority to facilitate all of this happening. Following their initial meeting the working group proposed that:

- Some discussions are needed at a high level within political structures;
- Some discussions are needed in much more detail – planning case officers need to agree the exact wording of planning conditions for example;
- There is a need to be clear and understand what needs to happen over the longer term (large sites may take decades to build out), the medium, and the short-term (what is the priority for the next month or so), and to know what the trickiest bits are, because that is where help needs to be prioritised;
- The working group, as part of the NCG programme, will look at this in more detail and bring together experience and knowledge from across the country;
- They will develop this thinking into a bespoke project/programme management approach for large scale development sites;
- Much of this thinking originated and has been developed in Cambridgeshire where a large amount of growth is happening, and it needs to be coordinated with other current thinking, for example the TCPA's suite of Garden City guides and publications, the Local Government Association's (LGA) 'Planning Positively Through Partnership'² series, and the emerging toolkit for Garden Towns that Homes England has commissioned; and
- There are several key components of a successful approach to running big sites.

² Local Government Association, February 2018, 'Planning positively through partnership': https://www.local.gov.uk/sites/default/files/documents/5.24%20Planning%20positively_v06.pdf

Box 3 – NCG working group on project management within the local authority:

10 ingredients to successful project management

These ‘ingredients’ or key questions are not prescriptive, based on fixed documents and formats, but if you are running a big site, the working group suggests **thinking about the following 10 questions:**

- 1 What are you trying to achieve?**

Know what you want to achieve – what are your desired outcomes; what is your vision for these new places; critically, **what will be distinctive about these new places?**
- 2 How will you know what good quality looks like?**

It is very important to focus on **quality**, identify what we mean by it, capture it somehow, make sure it is independently assessed
- 3 What is your project management approach?**

Having a clear project management approach and ways of reporting this to decision makers is important. Monitoring risk, milestones and interdependencies are some of the key elements to the role of programme management and are crucial to maintaining oversight of progress and issues.

You need to have some structure, for example something people can identify with, ‘one-page plans’ and high level programmes can be useful, but this is not prescriptive.

The level of detail this goes into depends upon the audience, but you need something. And be ready for the programme to change. Don’t spend too long on preparing the documents; simple is effective!

Avoid project management and planning jargon where you can.
- 4 How will you foster collaborative working?**

Partnership needs to be a given and needs work, set up joint project governance structures.
- 5 Are you coordinated?**

You need to be coordinated, and be seen to be coordinated, this is really important for engagement with the community.
- 6 What is your approach to meaningful community engagement?**

Community engagement is – easy to say, easy to dismiss, absolutely essential, and tricky on new sites as there is no community.
- 7 How will you ensure that you progress at a decent pace?**

There needs to be a commitment to getting things done and doing them quickly, this means that right from the top of any organisation the commitment needs to be to keep making progress.

Get in early – as set out in the LGA’s recent publication, **“Early engagement at the pre-application stage between all interested parties helps to shape better quality developments that are more likely to meet the aspirations of the public and the local authority.”**

Front-loading the process gives more clarity and certainty to developer partners and allows the key issues to be resolved early.
- 8 Are you adaptable?**

You need **flexibility and pragmatism**; things change, be ready to adapt and respond, big sites in particular need this – remember though, **‘flexibility good, vagueness bad’**.
- 9 Are you ready to take opportunities where you can?**

Be ready to seize the opportunities presented by government programmes eg Healthy Towns; Garden Towns; govt funding; academic institution interests.
- 10 What’s your communications approach?**

Communication includes branding, what are the three key messages that you want everyone to have in mind when they think of your site? Get Tweeting.

The working group’s **‘10 ingredients to successful project management’** set out in **box 3** are a ‘work in progress’ and will be developed further into a coherent, recognisable, bespoke approach to running large-scale sites. The working group recognise that the approach needs to work for busy people, of different backgrounds, with different priorities. The working group are clear that the ideas set out in box 3 should not be taken as set of standards to be followed slavishly in all circumstances. On the contrary, the working group think that each council will need to make its own project management decisions focusing on location-specific circumstances to maximise the chances for success and minimise the likelihood of project failure. Ultimately, the working group is focused on supporting the people working on these large-scale sites and trying to plan and get them ‘delivered’, and it is about the people who will move into them. The working group will continue to work through the NCG to define the approach to successful project management within the local authority.

4

Five-minute factsheets on members of the NCG





Ashford Borough Council

Chilmington Green (CG) will include a new community of up to 5,750 homes and associated infrastructure. This includes four primary schools, a secondary school and a wide range of other community facilities. The vision is ambitious but realistic; to create a vibrant place of lasting quality.

Following detailed and extensive policy work and negotiations, outline planning application was granted in October 2014 subject to a Section 106 (S106) Agreement and appropriate conditions. The S106 was signed early in 2017, with the first Reserve Matters application about to be considered.

A Design Code aims to ensure that the aspirations for delivering a high quality environment with a memorable sequence of public spaces and a variety of character areas will be achieved as it is built over a period of around 25 years. Also, a Quality Charter aims to guide progress towards our shared goal of creating a vibrant sustainable community.

Following lengthy consideration and research a community management approach was agreed. This is intended to enable residents' greater influence and ownership of their community.

The intended Community Management Organisation (CMO) will be a charitable company. It will have a diverse income base including:

- An estate rent charge (index linked) with a capped ceiling. This rent charge will contribute towards the costs of communal landscaping of open space, management of the public realm and the maintenance and replacement of built community assets.
- An endowment of commercial property.
- A 10 year developer deficit grant.
- Developer set up and community development grant.

This provides a strong financial base from which the CMO can operate confidently from the outset and into the future. This sustainable model is designed to reassure residents and local stakeholders that community facilities will be well cared for, coupled to the CMO providing a full and varied programme of activities.

Where are you in planning terms?

The first reserved matters application is to be considered shortly.

Are you incorporating Garden City Principles?

Yes.

How are you taking forward your community management organisation?

The responsibility for setting up the CMO lies with the developers through the S106. However, the council and developers are working in partnership alongside the county council and local representatives to set it up. This is part funded by the S106 contributions and through a sum dedicated by the council. A small internal team of three



Key facts

**Location of large scale development:**

CG is west of Ashford town, creating a new suburb

Number of homes: Up to 5,750

Local authority/Development Corporation: No

Local Plan status:

Part of the Core Strategy 2008 following by the CG AAP 2013

officers with the right skills are driving the project forward. The CMO Team have been in place since March 2016 and will dissolve shortly after the first CMO staff are recruited.

What are the top barriers or challenges to delivery?

The development of the approach has taken time to get right and the council is still learning. The following could be barriers if not well managed and thought through from the outset;

- The complexity of the developer consortium has sometimes made negotiations and communications difficult to get right. Allowing time and investing in these relationships has been crucial.
- Helping the developers to understand the merit of the CMO approach versus a typical management company is essential.
- Availability of resources and appropriate skills within the council and developer team. Delivery post planning permission requires a corporate approach. Coordination is vital.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Communication.
- Engagement and involvement – develop a community development strategy early and involve the community in its evolution.
- Strong governance principles that allow for community stewardship and influence from the outset.

Key contact:

Name: SallyAnne Logan

Email: sallyanne.logan@ashford.gov.uk

Website link: www.ashford.gov.uk



Bournville Village Trust

Bournville Village Trust (BVT) is a charity and housing organisation found by philanthropist George Cadbury in 1900. BVT’s vision is to create and sustain flourishing communities where people choose to live and they do this by providing high-quality housing and estate management services across Birmingham and Telford. In Birmingham BVT provide services to 8,000 homes of mixed tenure, including homes for social rent and retirement housing, with a population of 25,000.

Where are you in planning terms?

Outline planning permission for 800 homes at Lightmoor, a mix of owned, social rent and shared ownership homes, was granted in 2003. Since then, a further 200 properties have been added to the masterplan, taking the total number to 1,000 once housebuilding is complete. As of 2017, over half the planned 1,000 homes had been completed with another 200 on site. All the shop units have been taken, there is a school and community centre, an extra care scheme and three popular parks.

Are you incorporating Garden City Principles?

While Lightmoor has its own unique sense of place, its management has been influenced by the success of Bournville village. Bournville has been credited with laying the foundations for the growth of garden cities and has also been recognised for introducing the benefits of open space into modern town planning.

While Lightmoor was never intended to replicate Bournville in style, the principles that have led to it being regarded as one of the nicest places to live in Britain are evident throughout.

In Lightmoor, just as in Bournville, BVT provide an estate management and stewardship service which plays a crucial part in creating and sustaining a flourishing community.

Some key elements of this include:

- High-quality management and maintenance of good-quality communal areas/open spaces. Not only have BVT found this encourages residents to look after their own gardens, but it helps promote healthy lifestyles.
- Introduction of firm rules, with legal covenants, which explain what residents can and can't change about their homes. These rules protect the integrity of Lightmoor in terms of appearance and amenities with control exercised through our local design guide.
- A tenure blind approach to create a mixed community. Affordable homes for rent make up 25 per cent of the total and are pepper-potted across the development.
- Community development work based on resident engagement and a range of activities.

Are you working in a joint venture or similar to deliver the new community?

BVT are in a joint venture with Homes England (formerly the Homes and Communities Agency).



Key facts



Location of large scale development:

Lightmoor village, Telford

Number of homes: 1,000 (once complete)

Local authority/Development Corporation:

Telford and Wrekin Council

What are the top barriers or challenges to delivery?

- Lightmoor has not been without challenges. The recession and the discovery of great crested newts both held up development work.
- In addition, people’s changing lifestyles habits and external factors have meant that BVT have had to adapt their design guide to allow for some flexibility.

What are the top ingredients to the successful delivery of a new community??

- Meaningful opportunities for people to have a say about the management of the village. This includes forums that scrutinise the management of services and facilities and residents are involved on the Lightmoor Village Estate Management Committee which reports directly to the BVT Board.
- Provision of a community centre with activities for everybody and play areas for families to connect with each other in an informal way. It is vital to empower residents to organise their own activities to develop a flourishing community.
- Community infrastructure and services including a school, nursery, extra care project, GP surgery and a small number of retail units.

Key contact:

Name: Claire Morrall

Email: PR and Communications Manager

Website link: www.bvt.org.uk



Brentwood District Council

Brentwood is a small borough known for its market town and network of villages. Dunton Hills Garden Village presents an exceptional 'once in generation' opportunity to create a new settlement which takes its inspiration from the local character, but sets a new progressive tone for place-making, housing and new communities.

Brentwood is 89% Green Belt and is one of the most expensive housing areas in Essex. Being located just 30 minutes from Central London means that the pressure to develop is strong. The council has consequently 'stepped-up' its leadership role to provide clear project direction and to ensure the public/private sector project team agrees a set of clear principles.

The council's pioneering work with a consortium of local schools to use Dunton Hills as a resource for curriculum development and the engagement of young people, also sets the direction of travel for this project – principle focused, innovative and community orientated.

Where are you in planning terms?

This Green Belt site is a proposed allocation in the emerging new Local Plan, with submission to the Secretary of State scheduled for late 2018. The site promotor (CEG) is progressing with background evidence to support a planning application. Apart from policy detail in the new local plan, the allocation will be supported with a development brief/supplementary planning document.

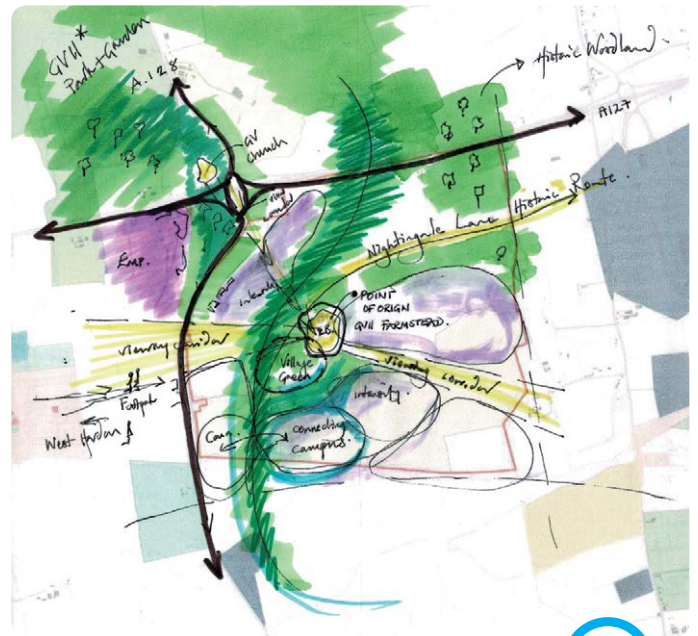
Are you incorporating Garden City Principles?

Yes. Establishing a clear set of locally specific 'garden village' principles has been one of the key workstreams to support the early stage work on spatial masterplanning and project development. Design Council Cobe has helped facilitate a series of workshops with the project team to establish a set of emerging principles. These focus upon:

- place-making, creating a village centre and landscape led design.
- community engagement, development and asset planning.
- supporting adaptable and affordable housing.
- a connected settlement supporting healthier lifestyles with walking and cycling infrastructure and integrated high quality public transport connections.
- ensuring Dunton Hills is a place of learning, enterprise and innovation.

Key contact:

Name: Phil Drane
Email: phil.drane@brentwood.gov.uk
Website link: www.duntonhills.org



Key facts



- Location of large scale development:**
Dunton Hills (South East of Brentwood Borough)
- Number of homes:** 3,500 - 4,000
- Local authority/Development Corporation:**
Brentwood Borough Council/Essex County Council
- Local Plan status:**
Draft Local Plan 2013-33 Preferred Site Allocations

Are you working in a joint venture or similar to deliver the new community?

The project has a delivery board, consisting of senior representatives from the site promotor, borough and county councils and Homes England. The exact nature of future formal legal partnerships or joint ventures is under consideration.

What are the top barriers or challenges to delivery?

- The allocation of this current Green Belt site for a new Garden Village is dependent upon the successful adoption of a new local plan.
- The proximity of the development to neighbouring authorities (Basildon and Thurrock) and related matters arising through duty to cooperate.
- Engraining garden village principles, priorities and infrastructure requirements within a clear implementation strategy.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Ensuring early political engagement and support for the principle of a garden village.
- Spending time and effort challenging project ambitions and ensuring that a set of agreed principles underpin the project.
- The relationship with site promotor/developer needs to be honest with a holistic understanding of the project from the outset.



Carlisle City Council

St Cuthbert’s Garden Village is central to Carlisle’s economic growth aspirations and those of the wider Cumbrian and Borderlands Region. It offers an opportunity to diversify the lifestyle offer and secure a step change in demographics and the working age profile to the benefit of the City and its extensive catchment.

St Cuthbert’s is by far the largest in the government’s Garden Village programme in terms of its potential capacity. It is also one of only two Garden Villages north of Manchester and, with potential for up to 10,000 new homes alongside new employment opportunities, is easily amongst the most ambitious development projects being actively progressed within the north of England.

Where are you in planning terms?

Strategic policy framework in place through the adopted district-wide Local Plan, which commits to the preparation of a separate St Cuthbert’s Local Plan. Initial consultation on the scope of a St Cuthbert’s Local Plan (Regulation 18 consultation) commenced on Friday 26th January 2018 and runs through until Friday 9th March 2018.

Gillespies and Hemingway Design, with support from WYG and Lambert Smith Hampton, were appointed in November 2017 to progress Stage 1 Masterplanning, the focus of which is on visioning and concept options. A preferred concept option is anticipated to be identified towards the end of the summer.

Are you incorporating Garden City Principles?

The council’s intention is to incorporate the Garden City Principles. Stage 1 masterplanning concerns visioning and concept planning and will therefore seek to understand which of the principles should be prioritised in light of the opportunities presented by the site and local circumstances and opinion.



Credit: Stuart Walker Photography



Key facts

Location of large scale development:

Located to the south of the City of Carlisle

Number of homes: Up to 10,000

Local authority/Development Corporation:

Carlisle City Council

Local Plan status:

Identified as a broad location for growth through the adopted Carlisle District Local Plan (2015-2030). Strategic policy provides a high level framework and commits to the preparation of a masterplan to be progressed with Development Plan Document status

Are you working in a joint venture or similar to deliver the new community?

Consideration is being actively afforded to a range of delivery models, but owing to the early stage of the project a preferred model has not yet been arrived at.

What are the top barriers or challenges to delivery?

- Number of separate landownerships.
- Front funding of enabling infrastructure.
- Preventing the vision and principles being eroded at the implementation stage.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Partnership working including public – private collaboration.
- Strong but realistic vision which brings the public and key stakeholders with it.
- Planning and other regulatory freedoms and flexibilities.

Key contact:

Name: Garry Legg

Email: garry.legg@carlisle.gov.uk

Website link: www.stcuthbertsgv.co.uk



Cherwell District Council

Bicester has been designated a Garden Town, is a national pilot Healthy New Town, is the only development building out to Eco Town standards and is the largest self build site in the UK. Bicester is set to grow through the addition of 10,129 homes and 185ha of employment land during the current local plan period to 2031. This will almost double the size of the current town and new schools, greenspaces, medical facilities, sports facilities and infrastructure are all planned to support the growth of the town. A whole town approach is being taken to the growth of the town, to integrate new development with the existing town and ensure that Bicester is a great place to live, work and invest.

Where are you in planning terms?

North West Bicester has a few sites at different stages of planning; North West Bicester has resolutions to grant planning permission; Kingsmere has outline planning permission and is building out under a series of reserved matter permissions; Graven Hill has planning permission and a Local Development Order and South East Bicester is currently the subject of a planning application.

Are you incorporating Garden City Principles?

A masterplan is being developed for the town which sets out principles for the development in the town.

Are you working in a joint venture or similar to deliver the new community?

No, but Graven Hill was a former MOD site purchased by the council and being developed for self-build housing.



Key facts



Location of large scale development:

Bicester is set to grow through a series of urban extensions around the town

Number of homes: 10,129

Local authority/Development Corporation:

Local Authority

Local Plan status:

Adopted Cherwell Local Plan 2011- 31

What are the top barriers or challenges to delivery?

- Viability.
- Securing necessary infrastructure and high quality development.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Long-term community and stakeholder engagement.
- Seize the opportunity to be part of government programmes and initiatives that can help deliver your vision, such as the government’s Garden Towns programme and NHS England Healthy New Towns programme, to drive ambition, innovation and quality.
- Strong and stable political leadership.



Key contact:

Name: Jenny Barker
Email: jenny.barker@cherwell-dc.gov.uk
Website link: www.cherwell.gov.uk



Cornwall Council

West Carclaze Garden Village, St Austell is in mid Cornwall. The area has a long history and cultural legacy from mining. In mid Cornwall, China Clay extraction is still a significant part of the local economy but has left and is leaving large areas of despoiled landscape. The Garden Village originated as part of a series of inter connected new settlements planned to become a dispersed eco-town within the China Clay area. Environmental sustainability still lies at the heart of the proposal.

The village of approximately 1,500 homes will be situated within a new mining heritage country park, two thirds of the overall site being green space, with a strong emphasis on gardens and access to the outdoors. A local Land Trust with strong local governance will develop and manage this space including commercial assets such as new solar farms providing a long term commercial legacy for its upkeep. At its heart a new primary and nursery school is planned for September 2020 which will base its curriculum and teaching on using the natural environment to learn so children will spend much of their time outside.

The shapes and historic structures of the landscape will be transformed, retaining their historic and cultural importance whilst turning the despoiled into the beautiful. The village will have a heart with small shops, community space and jobs. An innovation centre for advanced manufacturing has already been erected. Homes are being planned to encourage home working with layouts and spaces for this purpose.

The new homes will be built to a strong design code and about one third of which will be affordable. Homes will be built by a large cross section of the building industry with a significant role for local and regional builders as well as self and custom build.



Key contact:

Name: Phil Mason

Email: jhoward@cornwall.gov.uk

Website link: <https://www.cornwall.gov.uk/environment-and-planning/planning/eco-communities/projects/west-carclaze-eco-community/>

Key facts

**Location of large scale development:**

St Austell, Cornwall

Number of homes: 1,500

Local authority/Development Corporation:

Local Authority

Local Plan status:

The Cornwall Local Plan was formally adopted in November 2016. It provides an overarching planning policy framework for Cornwall up to 2030

Are you incorporating Garden City Principles?

West Carclaze Garden Village is based upon the principles of the garden villages but is being built on land that has very low inherent value. The vision must be retained relying on a few key people being consistent, resilient and determined to make it happen.

Are you working in a joint venture or similar to deliver the new community?

The council, working in partnership with Eco-Bos, have prepared a planning application for a new mixed-use community at West Carclaze.

What are the top barriers or challenges to delivery?

- This type of regeneration takes a long time and is easily blown off course by economic highs and lows.
- Access to long-term public funding is essential to ensure the early delivery of infrastructure.

What are the top ingredients to the successful delivery of a new community in your local authority?

- The Garden Village is a partnership between the private and public sectors and their stakeholders. It forms part of a long-term strategy and is a holistic vision not a housing estate.
- The early delivery of infrastructure is essential.
- Stewardship, with strong local governance, must be thought about from an early stage to ensure public spaces and community assets are looked after for the long term.



East Hampshire District Council

Whitehill & Bordon is being transformed from a garrison town into a prosperous, sustainable green and healthy town following the departure of the army after 100 years in the town.

This complex, £1bn, multi-partner, collaborative and transformational place-making programme will deliver:

- 3,350 new homes, 5,500 jobs and nearly 100,000sqm of new commercial, retail and leisure floor space.
- a new town centre with a high-quality retail offer, new schools, leisure centre, health facilities and public service hub.
- a new relief road, improvements to the existing A325 and new walking and cycling routes.
- around 150 hectares of enhanced green space including two SANGs (suitable alternative natural green-spaces) at Bordon Inclosure and Hogmoor Inclosure.
- new community facilities.
- population increase from 14,000 to 22,000 by 2030.

Whitehill & Bordon is part of EZ3, the Enterprise M3 LEP multi-site enterprise zone, a housing zone and an NHS England Healthy New Town demonstrator site.

Where are you in planning terms?

All sites have outline planning, smaller sites are now being built out following successful reserved matters applications. Prince Philip Barracks site (2,400 homes and new town centre) currently has reserved matters applications coming forward on a number of key plots.

Are you incorporating Garden City Principles?

Garden City Principles are embedded in the delivery of Whitehill & Bordon green and healthy town including:

- Capturing land value for the benefit of the community through overage clauses in S106 agreements so additional facilities can be provided when sales values exceed those predicted in viability assessments.
- A strong partnership and governance structure leading the regeneration and development which includes local government, central government, developers and Enterprise M3 LEP.
- Established a Community Trust.
- A good housing mix across all sites with a range of tenures.
- Delivering 5,500 new jobs and part of EZ3, the Enterprise M3 LEP Multi Site Enterprise Zone. A Future Skills Centre, Innovation Centre and Business Enterprise Centre have recently opened.
- As an NHS England Healthy New Town demonstrator site there is a strong commitment to building a town which makes it easy to live healthy lives. This includes community growing opportunities and homes which allow people to live safely and independently in their own homes at all stages of their lives.



Key facts

Location of large scale development:

Whitehill & Bordon, East Hampshire

Number of homes: 3,350

Local authority/Development Corporation:

East Hampshire District Council

Local Plan status:

East Hampshire District Council and South Downs National Park Authority Joint Core Strategy adopted May 2014

- Providing over 150 hectares of enhanced green space. All new homes are being built to have energy efficiency levels which are 10% above building regulations. Extensive retrofit programme for existing homes.
- Accessible to all and easier to walk or cycle round than travelling by car. Working with local stakeholders to create a wayfinding strategy which makes walking and cycling easy and attractive.
- The green grid and green loop, a new cycle and footpath, will connect all parts of the existing and new town. An inner relief road will divert through traffic from the town centre. Also investigating how demand responsive public transport can be introduced to the town.

Are you working in a joint venture or similar to deliver the new community?

Although the council are not working in a joint venture there is a strong governance partnership delivering regeneration and development in Whitehill & Bordon.

What are the top barriers or challenges to delivery?

- Continued dedicated local authority resource to respond to pace of delivery.
- Planning framework's ability to adapt to change – structuring plan mitigates this.
- Long term planning given uncertainties around buoyancy in the financial / housing market.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Dedicated local authority team which expedites delivery by finding solutions to potential barriers to delivery.
- Strong governance and partnership.
- Commitment from all parties to delivering town centre and community facilities such as the new secondary school at the earliest stage of development.

Key contact:

Name: Kate Hillerby

Email: Kate.hillerby@easthants.gov.uk

Website link: www.whitehillbordon.com



East Herts District Council

East Hertfordshire lies at the centre of the London Stansted Cambridge corridor and has large areas of Green Belt and the challenge to identify locations for sustainable growth is acute. At the time of writing, the District Plan EiP has concluded, with adoption anticipated later in 2018. This Plan allocates a number of sites currently within the Green Belt ranging in scale from 100 – 200 to around 10,000 new homes. This is extremely significant for East Herts as, before now, the council has not sought to deliver growth on this scale.

Unsurprisingly, the council is under pressure to make progress with sites in the Plan and to bring these through the development management process to delivery. Several major housebuilders are promoting sites within the district and are encouraging the council to advance their proposals.



Where are you in planning terms?

The key context here and the lessons being learned are dominated by how to best use the District Plan to help the transition from policy into development management and delivery. The team have worked to prepare the District Plan to include some distinctive pointers on how they intend to approach and run the development management stage of planning.

Are you incorporating Garden City Principles?

The proposed 10,000 new homes at Gilston are part of the Harlow and Gilston Garden Town and the council is using the District Plan to explicitly affirm the Garden City principles by including them in policy.

Are you working in a joint venture or similar to deliver the new community?

The council believe that working together in partnership has to be a 'given' when delivering large scale sites. Right now, the council are considering what exactly they want to achieve from their joint working with all stakeholders and neighbouring councils, and what delivery governance structure would best suit.

What are the top challenges to delivery and the top ingredients to successful delivery of new communities in your area?

- Working together means working with the local community to allow different views to be incorporated. This is one of the top ingredients – as a practical step towards delivering high quality the council have written this into the District Plan; a policy that requires 'master planning' as a process involving local councillors and community. Although flexible, this is now part of the council's process, designed to create communities that are not just suburbs of unrelated houses.
- Another 'top ingredient' is making new sustainable communities that will have their own sense of place, that integrate with existing communities to share the benefits of new infrastructure and that compliment and link to the many employment opportunities without needing to rely on private cars. In the transition through policy to delivery, the council is using the District Plan to give strong pointers to this end.
- The council is facing proposals for a range of scales of new development – the main learning point and the council's top 'ingredient' at this stage in the planning process is to have a District Plan that captures the considered and balanced aspirations of the council. Residents and developers seek certainty in the process; local planning authorities can help to create this certainty by being as clear as possible in their planning policies.

Key facts



Growth sites are located across the District at each of the larger settlements. The largest (by far) is the Gilston Area, for 10,000 new homes to be built as a series of villages to the north of Harlow New Town. The proposal is part of the Harlow and Gilston Garden Town working with Harlow and Epping Forest Councils.

Key contact:

Name: Paul Mumford
Email: Paul.Mumford@eastherts.gov.uk
Website link: <https://www.eastherts.gov.uk/gilston>



Ebbsfleet Development Corporation

The Ebbsfleet Development Corporation (EDC) was formed in April 2015 in order to lead, coordinate and deliver the first Garden City in over 100 years. The Ebbsfleet Garden City is situated on a series of former chalk quarries and areas of brownfield land in North Kent and will deliver up to 15,000 homes and 30,000 jobs.

The Garden City vision has been outlined in the EDC Implementation Framework which was adopted by the EDC Board in 2016. This framework shows how the area will be developed until 2035 and how Garden City Principles will be embedded into the developments. The Garden City is centered on the Ebbsfleet International Station and will consist of a mixed use central core with a series of smaller local villages. The Garden City also contains the location for the emerging proposals by London Resort for an Entertainment Resort.

Where are you in planning terms?

The EDC Implementation Framework outlines the overall vision for the development and identifies 4 strategic development locations. Much of the Garden City is covered by historic outline planning permissions and many of these have now been reviewed to ensure the schemes are deliverable. Outline permission is now in place for just over 10,000 homes with a further 1,500 expected to be granted in 2018. Detailed consent has been granted for just over 2,000 homes.

Are you incorporating Garden City Principles?

The Ebbsfleet Garden City Implementation Framework outlines how the Development Corporation is interpreting and embedding the principles into the development.

Are you working in a joint venture or similar to deliver the new community?

The EDC is working closely with various delivery partners including local authorities and community organisations. Opportunities for joint ventures or direct delivery are being explored.



Key facts

Location of large scale development:

Ebbsfleet, North Kent

Number of homes: 15,000

Local authority/Development Corporation:

Ebbsfleet Development Corporation

Local Plan status:

EDC is not plan making authority and so both Dartford and Gravesham Development Plans are applicable. Dartford Borough Council has Core Strategy and Development Management Policies document in place with work on a new Local Plan to start in 2018. Gravesham Borough Council has a Core Strategy adopted with a review of Development Management Policies to take place 2018

What are the top barriers or challenges to delivery?

- The EDC does not own any land and so the development is being bought forward by various private sector companies who have their own targets for rate of delivery.
- Much of the land benefitted from outline planning permission before the Development Corporation was established and so some of the development is being delivered subject to these historic consents.
- The EDC is not a plan making authority and so planning permissions are determined against the policies in the development plans of the local authority partners.

What are the top ingredients to the successful delivery of a new community?

- Ensuring the vision established for the development is a shared vision which has been formed following engagement with the existing local community and other delivery partners and stakeholders.
- Ensuring there is a dedicated delivery vehicle or service established within the local authority to focus on the creation of the new community.
- Create a mechanism whereby direct funding can invest in key infrastructure and services early on to illustrate commitment to the scheme which will in turn encourage private sector investment.

Key contact:

Name: Mark Pullin

Email: mark.pullin@ebbsfleetdc.org.uk

Website link: www.ebbsfleetdc.org.uk



Fareham Borough Council

Welborne Garden Village will be a comprehensive development of a new standalone community of 6,000 new homes for an estimated 13,800 new residents. A true Garden Village, diverse, innovative and characterful with a large central park at its heart, Welborne will provide around 108 hectares of natural green space, play areas, allotments and sports facilities for residents to explore and enjoy.

It is a key site for the future delivery of both housing and economic growth in the Solent sub-region. It includes a new all-moves junction on the M27 aligned with Highways England Smart Motorways program to help unlock the site for the delivery of the new homes.

Where are you in planning terms?

An outline planning application for the comprehensive development of Welborne Garden Village was submitted by Buckland Development Limited in March 2017. The application is being considered by the local planning authority and is likely to be determined by Spring 2018 with S106 and S278 agreements in place by Spring 2019.

Are you incorporating Garden City Principles?

Garden City Principles are central to the delivery of Welborne. Indeed, the government awarded Welborne Garden Village status in January 2017, reflecting the comprehensive development of a new community as set out in the Welborne Plan.

Welborne will be developed with these Garden City Principles at its very heart. In February 2018, the council commissioned a Placemaking Strategy to ensure both high quality placemaking and design are central to the delivery of the new Garden Village. The commission will produce a clear strategy for the delivery of a place which achieves the Garden Village design principles.



Key facts



The Welborne site is approximately 371 hectares located to the north of Fareham, adjacent to the M27 between Southampton and Portsmouth. Development planning for Welborne is shaped by 'The Welborne Plan' – adopted by Fareham Borough Council in June 2015. This sets out comprehensive development policies for the new community.

The framework places great emphasis on successful delivery in recognition of the council's responsibility to meet its housing and economic growth ambitions. The Plan's vision is a 21st Century interpretation of Garden City Principles, redefining them in a contemporary way and in response to the specific locality of the site.

In addition to the 6,000 new homes, Welborne will provide 97,250 square metres of employment floorspace creating up to 5,735 new jobs. Welborne will also support an estimated 1,900 jobs in the wider local economy and generate a further 1,000 permanent jobs during its construction. Welborne Garden Village has a development value of £887 million which will generate an estimated £1.3 billion in earnings and a £2.5 billion in GVA.

Are you working in a joint venture or similar to deliver the new community?

Fareham Borough Council is working closely with the majority landowner and master developer Buckland Development Ltd to deliver Welborne Garden Village. The council is a minority land owner at Welborne and has agreed to work in partnership with Buckland Development Ltd to ensure comprehensive land assembly and delivery of the site.

What are the top barriers or challenges to delivery?

- Obtaining outline planning permission.
- Funding the essential community infrastructure.
- Delivering the new all-moves Junction 10 on the M27.

What is the top ingredient to the successful delivery of a new community in your local authority?

- Community success will be measured by effective place-making, inclusive engagement, and building new infrastructure and facilities.

Key contact:

Name: Sarah Ward
Email: sward@fareham.gov.uk
Website link: <http://www.welbornegardenvillage.co.uk>



Mid Devon District Council

Mid Devon District Council (MDDC) is planning for and supporting strategic growth focussed at and near its major existing settlements of Tiverton and Cullompton. Cullompton is recognised as a strategic area for growth and this was re-enforced in January 2017 when DCLG identified land to the east of Cullompton as a new Garden Village, currently given the working title of Culm Garden Village.

Culm Garden Village presents a genuinely locally led garden village concept within Devon for up to 5,000 homes to the east of junction 28 of the M5 motorway to serve the Exeter Housing Market Area and is within the Heart of the South West Local Enterprise Partnership area.

Where are you in planning terms?

The submitted Mid Devon Local Plan Review 2013 – 2033 identifies land in this area as a focus for strategic long-term growth and seeks to allocate the first phase of the project. This approach reflects the area’s accessibility, economic potential and environmental capacity.

The functional geography of this part of Devon lends itself to a coordinated strategic overview, working across local authority boundaries to sustainably realise the potential of the area within environmental constraints. To this end, the local councils of East Devon, Exeter City, Mid Devon and Teignbridge are collaborating over the production of a Greater Exeter area Strategic Plan. Culm Garden Village is likely to provide an opportunity for a progressive, high quality, sustainable new settlement within this area.

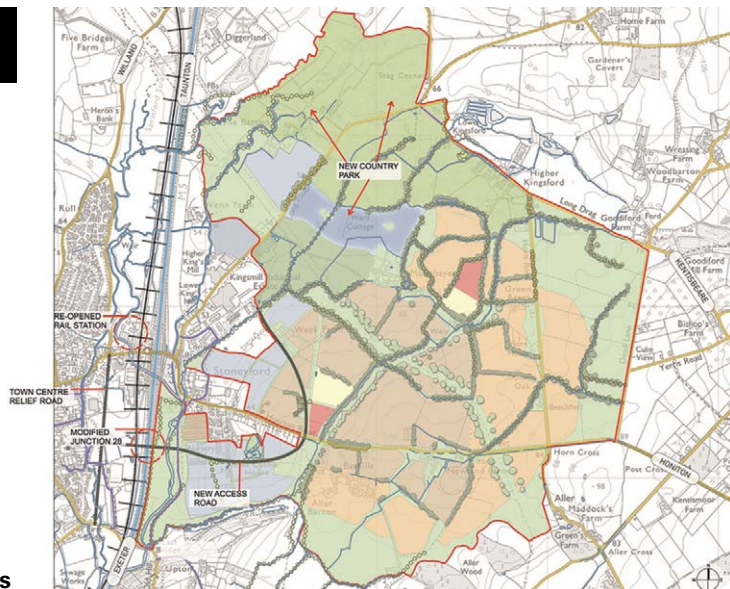
A locally-led, collaborative master planning process, co-ordinated by MDDC but working closely with the identified landowners and developers, key stakeholders and the existing Cullompton and wider Mid Devon community is underway.

Are you incorporating Garden City Principles?

Culm Garden Village is looking to incorporate a locally relevant interpretation of the TCPA’s principles where appropriate and an early review of the project specific proposals and unique attributes was commissioned by MDDC which will be built upon and developed through the collaborative master planning and visioning process.

Are you working in a joint venture or similar to deliver the new community?

The final delivery mechanism for the project is still being determined and a key workstream is the exploration of innovative approaches to delivery and the role of the public sector in this.



Credit: Hyas Associates

Key facts



Location of large scale development:

To the east of junction 28 of the M5 motorway and existing the town of Cullompton, 14 miles to the north of Exeter and 19 miles south west of Taunton in the M5 corridor

Number of homes: up to 5,000

Local authority/Development Corporation:

MDDC and Devon County Council

Local Plan status:

Emerging allocation in the submitted Mid Devon Local Plan Review and is likely to provide an opportunity for allocation to total GV scale in the emerging Greater Exeter Strategic Plan

What are the top barriers or challenges to delivery?

- Providing for the right infrastructure, in the right locations at the right time.
- Co-ordinating and achieving agreement and support across a multitude of technical stakeholders.
- Maintaining the current strong local support and buy-in to the proposals.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Be ambitious, develop and establish a clear vision for the proposal without losing sight of delivery and lead the project, establish robust project management and governance at an early stage to drive the project forward.
- Embed partnership working with local communities into the project at all stages and work in partnership with key stakeholders over infrastructure delivery.
- Seek to capture the benefits of growth and any wider opportunities and future proof proposals.

Key contact:

Name: Jenny Clifford
Email: jclifford@middevon.gov.uk
Website link: www.middevon.gov.uk/residents/planning-policy/culm-garden-village/



North Dorset District Council

Outline planning applications for the 1,800 homes have come forward and the Town Council, strongly supported by the community have recommended approval. There has however been an objection from the Environment Agency, wanting a new Flood Risk Assessment carried out. The council should receive favourable reserved matters applications before the end of the year.

634 homes are to be built by an excellent quality, medium size builder who the council is hopeful will set the standard for the whole Strategic Site Allocation (SSA), the rest of the site is under the control of a Land Promoter.

The District Council no longer has a 5-year Housing Land Supply, consequently they are seeing developers coming forward with speculative developments not included within the adopted Local Plan nor wanted by the community. They do not form part of the SSAs Masterplan Framework, incorporating trigger points for the delivery of infrastructure. Sadly, speculative development will reduce the capacity for planned sustainable development.



Key facts

Location of large scale development:
Gillingham, North Dorset

Number of homes:
1,800

Local Plan status:
Adopted Jan 2016



Where are you in planning terms?

Outline Planning has been approved at Town Council Level, but an objection had been received from the Environment Agency.

Are you incorporating Garden City Principles?

Yes.

What are the top barriers or challenges to delivery?

- Public expectations re time scale, as it has taken 10 years to reach this stage and the community expected development to start sooner.
- This was a strategic part of the council’s Local Plan and having now lost 5-year housing land supply it means that speculative, unwanted development is being proposed which will reduce the capacity for sustainable development.
- It is always time-consuming working in collaboration with developers, land promoters and land owners.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Community Engagement.
- Community Engagement.
- Community Engagement.

Key contact:

Name: Cllr David Walsh
Email: cllr.davidwalsh@north-dorset.gov.uk



North Essex Garden Communities

Braintree District Council, Colchester Borough Council, Tendring District Council and Essex County Council are exploring the potential for creating three Garden Communities across North Essex.

The three sites based west of Braintree, on the Braintree / Colchester border and on the Colchester / Tendring border could deliver up to 43,000 new homes along with significant employment opportunities and transformational new infrastructure over the next 50 years. It is the biggest single housing project in the country.

The proposals would see the councils take a more holistic approach with them stepping into the role played by the master developer, so ensuring the focus is not solely on financial return but what is required to create sustainable functioning communities.

This means key infrastructure such as roads (A12 and A120 improvement schemes), rail upgrades (Greater Anglian mainline and service improvements), health centres, schools and leisure facilities will come alongside the homes as will business space and social and cultural facilities.

Where are you in planning terms?

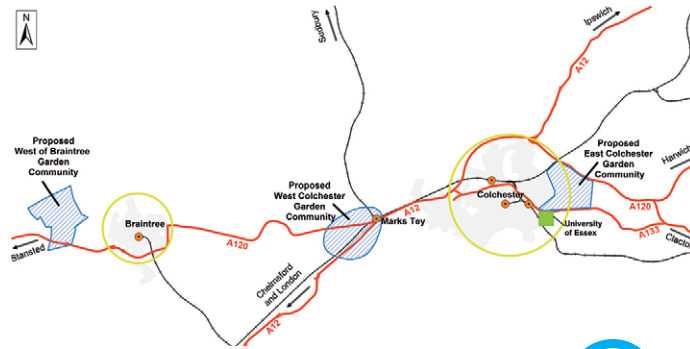
Following the Examination in Public (EiP) of the shared part of the joint Local Plans the councils have begun to develop Development Plan Documents (DPDs) for each of the three proposed communities. An Issues and Options consultation has recently concluded, with the next stage expected this year.

Are you incorporating Garden City Principles?

Yes the Garden City Principles are a key political driver for the project, and to support this, the NEGC Charter was published in 2017 setting out the joint ambition to meet the principles. This can be seen at www.ne-gc.co.uk

Are you working in a joint venture or similar to deliver the new community?

The model of delivery could be different for each site and various options are being assessed.



Key facts

Location of large scale development:

Three cross-border sites located across North Essex

Number of homes: Up to 43,000 homes over the next 50 years

Local authority/Development Corporation:

Through their recently formed company NEGC Ltd, the council partnership is exploring the potential to create the first locally led New Town Development Corporation in the UK

Local Plan status:

EiP was held in January on a joint section one of the Braintree, Colchester and Tendring Local Plans. The findings are expected this summer

What are the top barriers or challenges to delivery?

- Ensuring the councils can take control of the land so the developments are created to the principles they have committed.
- Maintaining the political support across the four councils.
- Gaining ongoing government support for a project that will not come to fruition for a number of years.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Ensuring that emphasis is put into ensuring the community not only supports new residents but is designed in a way to support existing communities.
- Putting a focus on the infrastructure needed to create a thriving community.
- Creating strong planning policies to ensure garden community principles are maintained in the future.

Key contact:

Name: Ian Vipond
Email: ian.vipond@colchester.gov.uk
Website link: www.ne-gc.co.uk



North Northamptonshire Joint Delivery Unit

The North Northamptonshire Garden Community is a cluster of interdependent towns and villages set close together in the shared green infrastructure of the Nene Valley and Rockingham Forest. The area has good strategic links (less than an hour by train to London St Pancras); relatively affordable housing (prices below national average), strong economic potential (particularly through a relationship with Cambridge-Milton Keynes-Oxford corridor); and limited environmental constraints.

The four planning authorities and Northamptonshire County Council have well-established joint planning and delivery arrangements to support an ambitious growth agenda.

Where are you in planning terms?

Permissions in place for over 18,000 homes in the Garden Communities. Current application for a further Garden Community including 4,500 homes west of Corby. Masterplanning underway for Garden Community including 2,500 homes east of Rushden. Current consultation on masterplan for Tresham Garden Village, including 1,500 homes.

Are you incorporating Garden City Principles?

As far as possible, the Joint Core Strategy sets a strong vision and key aspects of the JPDU's work have been to influence the quality of the garden communities through in-house urban design input and independent design review, and working with developers and stakeholders to ensure that growth is both infrastructure-led and of benefit to existing communities as well as new residents.

Are you working in a joint venture or similar to deliver the new community?

Not a formal joint venture but close joint working, including a statutory Joint Committee (see above).

What are the top barriers or challenges to delivery?

- **Overcoming lack of development viability and unlocking key infrastructure constraints** – the upfront cost of delivering the required infrastructure to unlock the Garden Communities and to meet phasing triggers in s106 agreements is a major constraint on housing development.
- **Stimulating demand and diversifying housing supply** – investment in economic development is key to strengthening the housing market and accelerating housing delivery. Reliance on a small number of volume house-builders has potential to limit the pace at which homes are completed. A more diverse housing sector, including SME builders, custom and self-build, and council-house output, will boost delivery.
- **Enhancing capacity & capability** – adequate and sustained funding of the JPDU and partner authorities is required to support effective delivery. Capacity and capability is also an issue within the development sector, with skills shortages likely to be exacerbated by Brexit.



Key facts



Location of large scale development:

Across the four local authority areas but focused on the Growth Towns of Corby, Kettering, Wellingborough and Rushden

Number of homes:

Potential to deliver 40,000 homes in the period 2011-31. Six Garden Communities and an exemplar Garden Village have capacity to deliver over 26,000 homes during and beyond this period

Local authority/Development Corporation:

Corby, East Northamptonshire, Kettering and Wellingborough Councils and Northamptonshire County Council work in partnership through the Joint Planning and Delivery Unit which reports to Joint Planning and Delivery Committees

Local Plan status:

Joint Core Strategy adopted in 2016

What are the top ingredients to the successful delivery of a new community in your local authority?

- Joint Planning and Delivery arrangements have provided an up-to-date Joint Core Strategy and helped ensure that adequate staff/ consultancy capacity and expertise are in place. Capacity support needs to be put on a more secure footing.
- Transformational investment in infrastructure, economic development and housing to unlock/ accelerate sites and help drive demand for housing and diversity of supply.
- A continued strong emphasis on Design Quality to ensure that the Garden Communities are high quality places, consistent with Garden City Principles, which attract growing numbers of households and businesses.

Key contact:

Name: Andrew Longley

Email: AndrewLongley@nnj pdu.org.uk

Website link: www.nnj pdu.org.uk



Portsmouth City Council

The development of Tipner and Horsea Island will bring much needed homes and employment space to the Portsmouth, a densely populated city with a high level of housing need and a shortage of land that can be redeveloped.

The overall aim is to create a sustainable community through a mixed-use development with high-quality public transport routes into the city centre and to areas outside Portsmouth such as Havant and Fareham and the future garden village development at Welborne.

Through the government's City Deal programme, Portsmouth City Council has secured £48.75m to help enable this development. The City Deal includes the transfer of Ministry of Defence (MoD) land to the city council for development.

A new motorway junction has already been delivered, and the first phase of a park-and-ride scheme is fully operational. A bridge will be built to link Tipner West to Horsea, providing a bus corridor from the A27 to the M275. As part of the package, a 52 hectare country park will be developed on the city's former landfill site to provide recreational mitigation and take pressure away from the protected coastline.

As well as the provision of homes and employment space, the council is seeking to create a marine and maritime hub as part of the development, to build on the economic strength of the Solent and support a key sector that plays such a crucial role within the sub-region.

Where are you in planning terms?

The council is working with consultants to masterplan the area with a view to eventual submission of a planning application.

Are you incorporating Garden City Principles?

It is likely that the council will look to incorporate these principles.



Key facts

**Location of large scale development:**

Tipner and Horsea Island

Number of homes: Minimum of 1,250**Local authority/Development Corporation:**

Portsmouth City Council

Local Plan status: The sites have been identified as strategic sites within the current local plan.

Are you working in a joint venture or similar to deliver the new community?

Homes England own part of Tipner East. The council is in discussions with Homes England about how they bring their site forward.

What are the top barriers or challenges to delivery?

- The proximity of the development sites to Portsmouth Harbour, which is designated as a Special Protection Area, a Ramsar site and a Site of Special Scientific Interest.
- Much of the land needs remediation, together with land rising and flood defences to protect the new community from the impact of future sea level increases.
- There is a special school located at Tipner: the relocation of the school is under consideration, but with limited land available in the city no alternative sites have currently been identified.
- Relatively low property values compared to other parts of the County set against high infrastructure costs makes this site relatively unattractive to the development industry.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Being granted City Deal status provided forward funding to help provide supporting infrastructure and to help in the transfer of land currently used as an operational firing range by the Ministry of Defence. This enables the council to be visionary about how this new community might work and relate to the rest of the city and to Portsmouth harbour.
- It is crucial to make the most of the opportunity presented, and that the area is planned to create an environment that provides high-quality homes and jobs for the city.
- Significant land within the ownership of the council.

Key contact:

Name: Claire Upton-Brown**Email:** Claire.upton-brown@portsmouthcc.gov.uk



South Cambridgeshire District Council

Greater Cambridgeshire is recognised as one of the top places to live and work in the country due to the thriving economy and quality of life.

The successful local economy is important on a national stage. Greater Cambridge is at the centre of one of the most exciting growth areas in the country. It is at the northern end of the London-Stansted-Cambridge-Corridor (LSCC), the eastern end of the Oxford to Cambridge Arc, and is home to around 95% of all bio-tech activities in the UK.

South Cambridgeshire is also one of the fastest growing areas in the country. The council's response to the need to support the continued economic success of the area includes planning for and delivering some 30,000 homes over the next 30 years.

Where are you in planning terms?

The growth sites sit right across the planning process. Notably, in the last year the council have welcomed the first 50 household occupations at Northstowe. The council have granted outline planning permission for more than 2,000 homes at Cambourne, which itself is a new settlement of some 15 years. The council are also working with Arup on Supplementary Planning Documents to guide the development at two more free-standing settlements, Waterbeach and Bourn Airfield (following the Inspectors comments on the Local Plan).

The Local Plan (South Cambridgeshire) has recently been out to consultation on the main modifications and the council will be waiting to hear from the Inspector if the plans are sound, ready to be adopted.

Are you incorporating Garden City Principles?

South Cambridgeshire District Council does not have a Garden Village/Town, nevertheless the council have similar local principles that ensure development enhances the natural environment and offers high-quality homes in social and healthy communities.

The council benefit from Northstowe being one of ten NHS England's Healthy New Town demonstrator sites, providing the council with the opportunity to learn how to make high quality places where people can live happy and healthy lives.

Are you working in a joint venture or similar to deliver the new community?

The council believe partnership is key to deliver new communities of a large scale. The council's success in partnership is evident, such as working with Homes England at Northstowe to create a healthy new town.

What are the top barriers or challenges to delivery?

- Getting infrastructure right, at the right time, in the right location.
- Gain local trust in the council's control on large sites, due to numerous sites being overturned at appeal following a lack of a five-year housing land supply.
- Achieving high quality, whilst ensuring they are produced in a timely manner to meet local and national demands.



Key facts

Housing and employment growth includes those planned at three free-standing new settlements, extensions to Cambridge itself, and an extension to a free-standing new settlement. For example:

1. Cambourne – Cambourne West:

Cambourne comprises three linked villages of Great, Upper and Lower Cambourne, separated by substantial landscaped areas. Land at Cambourne West is allocated for the creation of a new fourth sustainable linked village of approximately 2,600 dwellings.

2. Northstowe:

Northstowe is part of the NHS England led Healthy New Towns Initiative; 10,000 homes are planned on the former RAF base and farmland just north-west of Cambridge. There is a working partnership between two Master Developers; Homes & Communities Agency, and Gallagher Estates.

It is estimated that Northstowe's place in the wider Cambridgeshire community will help create 12,000 construction jobs and an additional related 6,500 due to the town's effect on the regional supply chain.

3. Waterbeach New Town:

The development is north of Cambridge and will be a new town of approximately 8,000 to 9,000 dwellings and associated uses on the former Waterbeach Barracks and land to the east and north.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Continue planning new settlements that enhance the natural environment, have strong sociable neighbourhoods and provide sustainable modes of transport into Cambridge City, building up the city's love for cycling.
- Establish a holistic spatial vision enabling creativity and innovation through place making, partnership working and community engagement.
- Apply project management across strategic sites, to clearly identify key decision makers when necessary and make sure that the council plans appropriately for infrastructure delivery.

Key contact:

Name: Clare Howe

Email: clare.howe@scambs.gov.uk

Website link: <https://www.scambs.gov.uk/services/development>

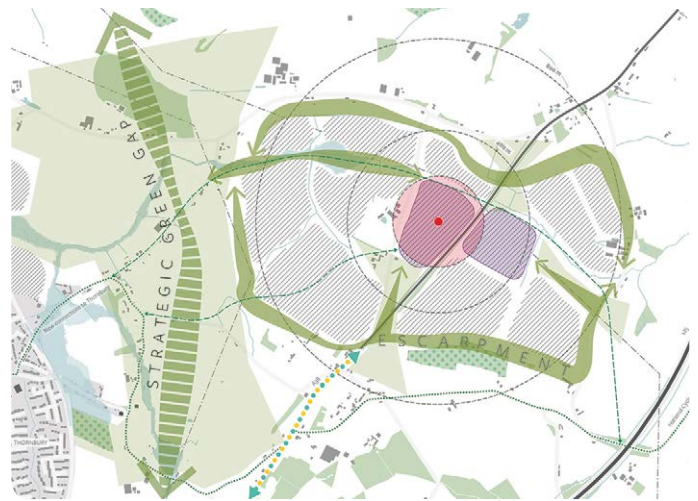


South Gloucestershire Council

The West of England Joint Spatial Plan Towards the Emerging Spatial Strategy - November 2016 (Table 1) set out the rationale for including Buckover Garden Village in the spatial strategy as follows:

“An opportunity has emerged beyond the Green Belt in SGC for a potential new garden village settlement (up to 3000 dwellings) located to the east of Thornbury. This location provides the opportunity to deliver the first locally led garden village for West of England in 21st Century. It could help the case for a step change in public transport to the locality, linking to Metrobus routes to enable access to the major employment centres of North Bristol. Significant highway infrastructure, including the strategic road network (M5) may also be required. It also potentially broadens the housing supply models in the sub-region via a single ownership with genuinely visionary approach to place making and land value capture. Alongside planned expansion at Charfeld it would also provide the opportunity for the local communities in the north of the district to meet housing pressures in a planned, sustainable way. Buckover is also a potential growth point for any future Oldbury New Nuclear Build.”

https://www.jointplanningwofe.org.uk/gf2.ti/-/756738/23366789.1/PDF/-/West_of_England_Joint_Spatial_Plan_Towards_the_Emerging_Spatial_Strategy.pdf



A concept diagram is available on page 65 of the West of England Joint Spatial Plan Strategic Development Location Templates (Nov 2017) which is supporting evidence for the Publication Joint Spatial Plan

https://www.jointplanningwofe.org.uk/gf2.ti/-/845730/31385349.1/PDF/-/Strategic_Development_Location_Templates.pdf

Are you working in a joint venture or similar to deliver the new community?

The four West of England authorities are working jointly to deliver 12 strategic development locations through the Joint Spatial Plan.

What are the top barriers or challenges to delivery?

- As with any strategic growth proposal it can be challenging to fully reconcile the delivery of strategic needs and ambitions with the aspirations of the local community for their area. There will be areas of overlap and areas of difference.
- As with any strategic growth substantial infrastructure investment will be required, and the funding, and timing, of delivery will be critical success factors.
- Safeguarding the translation of Garden City Principles and through into on-the-ground delivery and the development of the new community, socially economically and environmentally.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Proactive cross boundary working and strategic planning across the four West of England authorities to identify locations for strategic growth has resulted in the identification of the opportunity, and subsequent inclusion of Buckover Garden Village as a Strategic Location for growth in the Joint Spatial Plan (JSP) (Policy 7.8). The JSP was submitted to the Secretary of State in April 2018 and will be subject to the full examination in public process.
- Opportunity for the garden village to help meet local housing pressures in a planned sustainable way, and to develop as a new community which complements nearby existing settlements.
- Commitment of the landowner and development team to deliver on Garden City Principles and vision from the outset, and maintain this through delivery stages.



Key facts

Location of large scale development:

Land either side of the A38 at Buckover, (east of Thornbury), South Gloucestershire.

Number of homes: 3,000 (1,500 up to 2036)

Local authority/Development Corporation: South Gloucestershire Council

Local Plan status:

Identified in the publication draft West of England Joint Spatial Plan (2016-2036).

Where are you in planning terms?

Policy 7.8 in the Publication West of England Joint Spatial Plan is a high level policy which identifies Buckover as a strategic development location and sets out the Garden City Principles, key strategic objectives and infrastructure requirements for Buckover Garden Village. The Plan remains to be submitted to the Secretary of State and thereafter completion of its examination. Subject to this it is intended the new South Gloucestershire Local Plan will add further detail and allocate the site.

<https://www.jointplanningwofe.org.uk/consult.ti/JSPPublication/consultationHome>

Are you incorporating Garden City Principles?

Yes.

Key contact:

Email: Planningpolicy@southglos.gov.uk

Website link: <https://www.jointplanningwofe.org.uk/consult.ti>



Stafford Borough Council

There is the potential to create a major new garden settlement on land, including that owned by the Ministry of Defence, at a site North West of Stone on the back of HS2.

The area is brownfield land around Cold Meece in Staffordshire and could see thousands of new homes built alongside new schools, health facilities, parks and business parks as well as an additional station on the West Coast Mainline.

A new permanent junction off the M6 to serve a new railhead for HS2 would deliver a level of highway improvements that would not only unlock the potential of the Cold Meece sites as a prime location for initially 12,500 new homes and up to 100 hectares of employment space, but would also significantly improve access for the businesses and communities and provide an economic boost for the local area. In total the site could accommodate over 23,000 homes.

Where are you in planning terms?

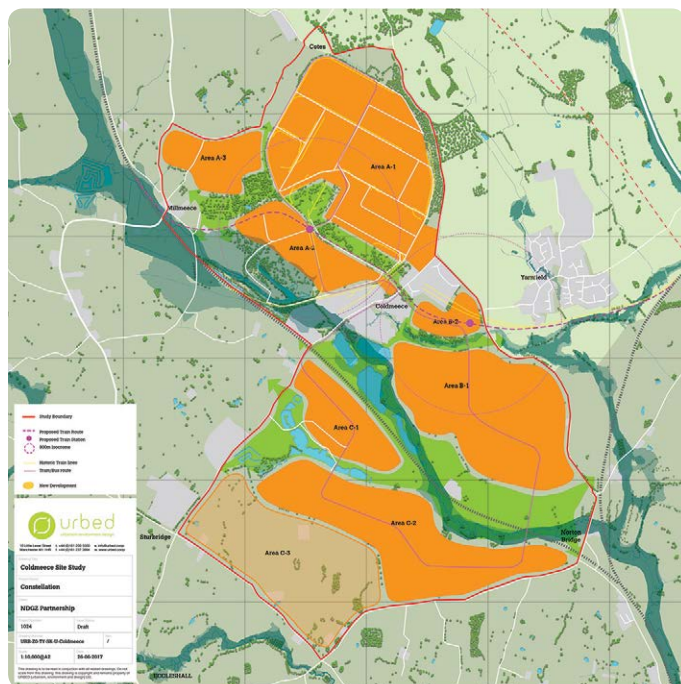
Local Plan Review Call for Sites. New Development will form part of this to be fully adopted by 2021.

Are you incorporating Garden City Principles?

Yes.

Are you working in a joint venture or similar to deliver the new community?

Not as yet.



Key facts



Location of large scale development:

Cold Meece, Stafford Borough

Number of homes: Up to 23,000

Local authority/Development Corporation:

Stafford Borough Council

Local Plan status:

Fully Adopted Local Plan (Jan 2017)

What are the top barriers or challenges to delivery?

- Access – the existing highway network is not suitable for this potential level of development.
- Infrastructure – primary and secondary schools, healthcare facilities and a potential railway station are all big-ticket items.
- Funding – the project currently relies on funding bids to be able to commission technical reports to understand the way forward.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Collaboration - the project requires three government departments to work together with us: Department for Transport in terms of a permanent junction off the M6, the Ministry of Defence in declaring their land surplus and the Ministry of Housing, Communities and Local Government backing bids for funding.
- Promotion - by way of the government promoting the site as a preferred scheme and the local authorities working with future investors/developers.
- Resource - having the ability to commission the appropriate technical reports.

Key contact:

Name: Richard Lawrence

Email: rlawrence@staffordbc.gov.uk

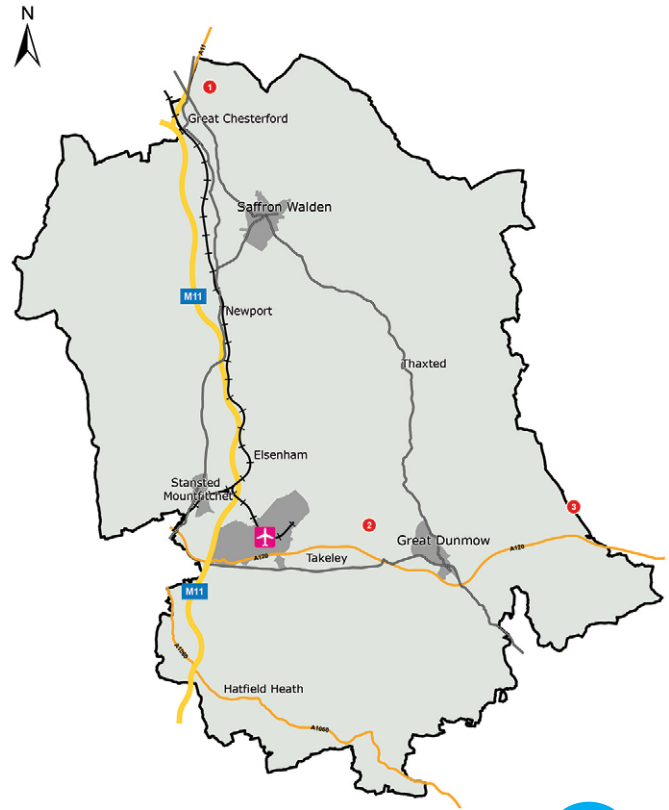
Website link: www.staffordbc.gov.uk



Uttlesford District Council

Uttlesford Draft Local Plan proposes three new garden communities within the district. Each new community to be developed over the next 25 – 30 years as exemplars of 21st Century living, where people live out of choice; genuinely affordable homes are available and where infrastructure and jobs are provided to create environmentally and economically sustainable places.

The new communities are to be located on three separate greenfield sites and there is close consultation and engagement with existing rural communities that are located in the vicinity. Long term stewardship is a fundamental principle for the long term management of the new communities. The council will ensure that the principles of land value capture are applied so that resources are invested into the assets and management of the new places.



Where are you in planning terms?

Regulation 18 Draft Local Plan. Regulation 19 version to be consulted on during Summer 2018.

Are you incorporating Garden City Principles?

Yes. To be fully compliant.

Are you working in a joint venture or similar to deliver the new community?

The method of delivery is under review.

What are the top barriers or challenges to delivery?

- Unlocking infrastructure constraints and delivering solutions when institutional and organisational structures create significant barriers to growth (for instance in addressing water cycle issues).
- Securing the optimum delivery mechanisms to deliver all the TCPA principles and ensuring the new communities benefit from a step change in the delivery of high quality strategic development.
- Creating belief that new garden communities will actually create places with a high quality of life, and will be environmentally and economically sustainable.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Clear vision, objectives, ambition, commitment linked to full community engagement.
- Strong political, professional and administrative leadership.
- Effective partnership working across public, voluntary and private sectors, and across local and national government.

Key facts



Location of large scale development:

North Uttlesford Garden Community

Number of homes: 5,000

Local authority/Development Corporation:

Method of Delivery under review

Local Plan status:

Regulation 18 stage

Location of large scale development:

Easton Park Garden Community

Number of homes: 10,000

Local authority/Development Corporation:

Method of Delivery under review

Local Plan status:

Regulation 18 stage

Location of large scale development:

West of Braintree Garden Community

Number of homes:

3,500 within Uttlesford (13,500 across district boundary)

Local authority/Development Corporation:

Method of Delivery under review

Local Plan status:

Regulation 18 stage

Key contact:

Name: Simon Payne

Email: spayne@uttlesford.gov.uk

Website link: www.uttlesford.gov.uk



Wokingham Borough Council

Wokingham Borough Council's (WBC) current Local Plan will deliver 13,500 new homes by 2026, including 10,000 new homes on four Strategic Development Locations (SDLs). WBC have a dedicated strategic sites team with a proven track record of successful delivery. Consents have been achieved for the vast majority of the 10,000 homes planned within the SDLs with all the developments well under way including significant items of infrastructure.

WBC is now looking to plan an ambitious programme for growth beyond 2026: 260+ sites have been promoted as potentially available for development. As part of this work, WBC has commissioned consultants to look at the feasibility of three new strategic sites at Grazeley, Barkham Square and Twyford (Ruscombe). This work includes identifying constraints, necessary infrastructure requirements and masterplanning in order to determine whether they can sustainably accommodate new housing growth and other uses.

Where are you in planning terms?

WBC is undertaking a Local Plan Update to replace its existing Core Strategy and Managing Development Delivery plans. An Issues and Options consultation was undertaken in summer 2016. The next stage of the plan, the Preferred Options Consultation, will take place in summer 2018.

Are you incorporating Garden City Principles?

Garden City Principles are being promoted and sit proudly at the heart of WBC's approach to delivering housing growth and sustainable development.

Are you working in a joint venture or similar to deliver the new community?

The Berkshire Strategic Housing Market Area (SHMA) is a distinct and functioning Housing Market Area (HMA) where there is a need to deliver in the region of 3,000 new dwellings per year across four authorities in western Berkshire. The councils are working together in preparing a non-statutory spatial framework to accommodate growth in a strategic and planned way. Wokingham, West Berkshire and Reading Authorities are currently working closely together to explore the potential for a self-contained Garden Settlement at Grazeley, on land spanning the administrative boundaries.



Key facts

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Location of large scale development:

North & South of Wokingham (town), Wokingham Town Centre Regeneration, land at Shinfield, Spencers Wood & Three Mile Cross (South of M4) and land at the former Arborfield Garrison (Arborfield Green)

Number of homes: 13,500

Local authority/Development Corporation:

Wokingham Borough Council

Local Plan status:

Core Strategy adopted 2010, Managing Development Delivery DPD adopted 2014. Local Plan Update currently in progress – Preferred Options Consultation anticipated summer 2018

What are the top barriers or challenges to delivery?

- Resource is key to successful delivery and maintaining momentum on existing and future sites. Speculative applications on unplanned sites or those yet to be allocated, that is those without overarching masterplans or supplementary planning documents, take up valuable council resource.
- Infrastructure delivery to accommodate growth. Need for forward and capacity funding to support ongoing planning and delivery work across future strategic development sites.
- Ensuring that policies and masterplans for potential strategic development sites are up to date and remain flexible to accommodate future infrastructure, travel patterns, employment and housing growth.

What are the top ingredients to the successful delivery of a new community in your local authority?

- Community and stakeholder engagement.
- Infrastructure-rich development: early identification of necessary infrastructure to establish requirements, funding and to plan for growth.
- Establishing ongoing relationships with land owners, development partners and local stakeholders.

Key contact:

Name: Connor Corrigan

Email: connor.corrigan@wokingham.gov.uk

Website link: <http://www.wokingham.gov.uk/major-developments/>

Building successful new communities
Lessons from the TCPA's New Communities Group
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Town and Country Planning Association
17 Carlton House Terrace
London SW1Y 5AS
020 7930 8903
tcpa@tcpa.org.uk
www.tcpa.org.uk