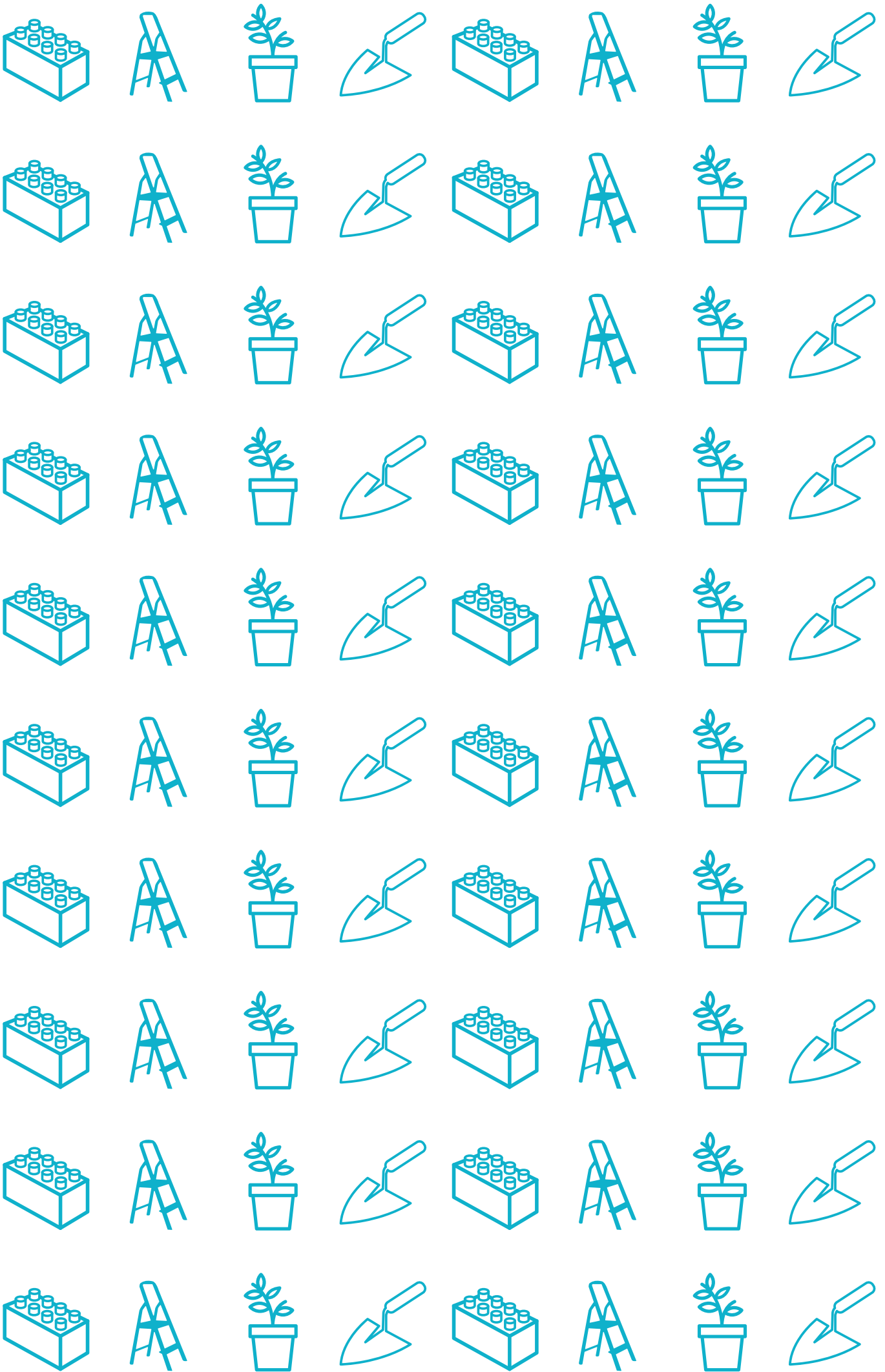


# PLANNING POSITIVELY THROUGH PARTNERSHIP





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# FOREWORD

A positive, proactive and responsive planning system focused on shaping places is vital for the future growth of our society. Where it works well, it is one of the best tools that we have to deliver the homes and jobs where they are needed, in our villages, towns and cities. It also ensures that the emphasis on new development is set within wider local strategies for improving health, creating jobs and boosting educational attainment, and enabling social cohesion.

But the planning system cannot achieve this all by itself. It also needs developers, councils and local communities to work together to create effective partnerships. The earlier in the planning process these relationships are built and nurtured, the more likely that greater positive outcomes will be achieved for local communities when new development comes forward.

We hope the case studies included in this publication provide inspiration to all those with a shared interest in ensuring that the aspirations and needs of people and communities are at the centre of our collective efforts to deliver new, high quality development.

**Councillor Martin Tett**

Chairman

Environment, Economy,  
Housing Transport Board

Local Government Association

**Stuart Baseley**

Executive Chairman

Home Builders Federation

**Melanie Leech**

Chief Executive

British Property Federation



# INTRODUCTION

From North to South and East to West we are seeing more and more sites unlocked and high-quality development being built. This is in no small part due to the collaborative partnerships between councils, developers and housebuilders, who have a shared interest in creating prosperous places where people want to live, work and enjoy their time.

The numbers tell the best story – local planning authorities are approving nine in 10 planning applications; planning approvals are at a 10-year high with 384,000 permissions being granted in the year to June 2017, and housing output is up by 74 per cent in the last four years – all thanks to the combined efforts of both developers and councils. This publication showcases a number of case studies that illustrate a number of different ways that councils and developers are working together to bring new development forward – from small residential sites, delivery of critical regional infrastructure, to new garden village communities.

While there is no textbook answer for successful partnership working, our case studies have highlighted six valuable points of learning to help get things right:

## 1 EARLY ENGAGEMENT DURING THE DEVELOPMENT OF LOCAL PLANS

Early discussions between councils, developers and communities during the development of local plans is the perfect time to set the scene for the direction and scale of future development in the area. Where developers are engaged in the local plan process, they have an increased understanding of plan policies. This means that development proposals that meet the plan's objectives can be brought forward more quickly, and be less subject to delays. Similarly, councils can ensure they are being realistic regarding viability and cash flow for the developer, especially with regard to those issues that are critical to getting on site quickly (see Rule 4).

Find out how councils are putting this into practice:

**Countryside Zest** and **Chelmsford City Council** worked together in the promotion of a new neighbourhood which was promoted through the local plan process and a subsequent area action plan.

The joint area action plan produced by **Southend-on-Sea** Borough Council and **Rochford Borough Council** providing for the planned development of Southend Airport and its surrounding area has acted as a catalyst for local economic growth.

Barton Park, a joint venture between **Oxford City Council** and **Grosvenor Britain and Ireland**, had a strong masterplan in place with a commitment to enabling good health and wellbeing from the outset.



## 2 SITE ASSEMBLY AND DE-RISKING OF SITES

Councils can support and incentivise new development by creating confidence and certainty for developers. Ways of doing this include site assembly and de-risking of sites, for example through local development orders, development briefs or use of compulsory purchase powers.

Find out how councils are putting this into practice:

**Cornwall Council** worked with the local enterprise partnership (LEP) to de-risk investment in an aerospace focused enterprise zone, through use of a local development order.

**Leeds City Council** created a planning framework to guide the redevelopment of a former industrial site into a new mixed-use community.

**Plymouth City Council** has released 33 sites and over 138 acres of land to deliver 1,649 homes, 51 per cent of which are affordable.

## 3 INVOLVEMENT IN PRE-APPLICATION ADVICE SERVICES

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.

Find out how councils are putting this into practice:

**Crest Nicholson** and **Swindon Borough Council** have worked together with community representatives to produce design codes and a masterplan for a new garden village community.

**IM Land** and **Bath and North East Somerset Council** used a planning performance agreement to ensure a joint commitment to timely delivery, and facilitate engagement with other infrastructure authorities.

### 4 IMPLEMENTING PERMISSIONS SWIFTLY

In order to get development off the ground it is important that once planning permissions are granted, they can be implemented swiftly. Having effective early discussions can reduce the need for planning conditions as well as ensuring that developer contributions and other requirements are agreed.

Find out how councils are putting this into practice:

**Chelmsford City Council** and **Countryside Zest** (Beaulieu Park) LLP have worked jointly through the application and delivery phases.

### 5 ENGAGEMENT WITH COMMUNITIES AND LOCAL COUNCILLORS

It is important to actively involve communities and parish, town and ward councillors at an early stage of the planning process. As well as providing an opportunity to inform the community about proposals, it is an ideal time to seek views on local needs, which can help to shape content and design. This can build trust and acceptance from local communities, as well as leading to better quality development and improvement in the quality of place.

Find out how councils are putting this into practice:

**Bath and North East Somerset Council**, **IM Land** and **Bloor Homes** held an early pre-application consultation with residents, heritage groups, parish councils and ward councillors, allowing issues around design to be addressed by the architects for a former Ministry of Defence site.





## 6 LEADERSHIP AND THE ROLE OF COUNCILLORS

A crucial overarching principle is the leadership role of democratically-elected councillors. The role of councillors, who are elected to voice communities' aspirations for their local area, is central to successful partnership working. Elected members play an important role at every stage of the planning process – as representatives of their communities, vision setters, leaders of local partnerships and democratically accountable decision makers. Early discussions between councillors and developers, prior to an application being submitted, helps to provide a steer on what is likely to build acceptance from local communities; explore how potential obstacles can be resolved and identify opportunities which could be incorporated into proposals.

Find out how councils are putting this into practice:

**Southampton City Council** and **Hammerson** have worked together to deliver a new leisure and dining destination contributing to Southampton City Council's ambitious plans for economic growth.

The Wakefield Eastern Relief Road project shows how the public sector, working closely with the private sector can bring forward key infrastructure, to facilitate future development and encourage inward investment.

## CHELMSFORD CITY COUNCIL AND COUNTRYSIDE ZEST (BEAULIEU PARK) LLP

# MASTERPLANNING AND DELIVERY OF A NEW COMMUNITY

Countryside Zest (Beaulieu Park) LLP (a 50/50 joint venture between Countryside Properties PLC and L&Q) has been collaborating closely with Chelmsford City Council to masterplan and deliver a vibrant neighbourhood to the North East of Chelmsford known as Beaulieu.

Countryside Zest has had a clear focus on place making at Beaulieu. The new community of 3,600 homes of which 27 per cent are affordable, includes 176 acres of public open space together with new schools, business space, shops and major infrastructure.

Since being identified as an area of growth, Chelmsford City Council and Countryside Zest have actively cooperated in order to bring forward this significant new development to the North East of Chelmsford. The first neighbourhood, Beaulieu Park, which comprises 615 homes was completed in 2005. Following this success, Countryside Zest and Chelmsford City Council worked together in the promotion of a new larger neighbourhood which was promoted through the local plan process and a subsequent area action plan.

Fortnightly meetings between Countryside Zest and officers have aided the planning process together with regular high level meetings and site visits with members and officers from Chelmsford City Council to review progress on the overall development. The introduction of a case specific planning officer, funded through a Planning Performance Agreement (PPA), has permitted 30 applications to be approved between May 2013 and May 2017, demonstrating the benefits of creating partnerships between authority and developer. Through the section 106 agreement over £80

million will be invested in infrastructure to benefit the local area.

In addition to significant education payments, Countryside Zest have provided land for the county's first all-through (primary and secondary) school which will be located onsite. These elements have all combined to form a deep understanding and strong partnership, which has been a key driver in delivering the project.

Planning proactively through partnerships has filtered into many other aspects of the development. Beaulieu Square's neighbourhood centre will serve as the heart of the community and includes a new community centre which will be run by the Beaulieu Community Trust, an equal partnership between Springfield Parish



Beaulieu, Chelmsford, Essex

Council and Beaulieu Churches. Through the design process Countryside Zest have encouraged the involvement of the trust and local residents to ensure the community centre meets the needs of both new and existing residents.

Planning permission has also been granted for the delivery of a new railway station at Beaulieu, a key piece of infrastructure for the city. The signing of a Memorandum of Understanding (MoU) between Countryside Zest, Essex County Council, Chelmsford City Council and Network Rail demonstrates the strength of the commitment of this partnership. Countryside Zest will contribute over £20 million towards the funding of the new station.

With over 170 acres set aside for parks and open spaces at Beaulieu, a key focus has been on securing its long term stewardship. This has been achieved through a partnership with the Land Trust, a national land management charity. Through Beaulieu Estates Management, the Land Trust will manage and maintain the parks and open spaces to be provided across the scheme in perpetuity. Creating this partnership has allowed local residents to actively become engaged with preserving and enhancing the local environment. Through this partnership, Beaulieu will continue to remain an attractive and healthy place to live long after the project has been delivered.

Building on the success of the partnership at Beaulieu, Countryside Zest is working with the city council and other landowners in the

promotion of a site on the northern boundary of Beaulieu to be included as a strategic growth site for the 2021-2036 Chelmsford Local Plan.

*“Beaulieu has been a strategic site of Countryside’s for over 20 years and we have worked closely with Chelmsford City Council to develop and deliver a highly successful landscape-led masterplan scheme. Our ongoing relationship with the city council has enabled all parties involved to identify opportunities and to overcome inevitable problems associated with a site of this scale.”*

**Andrew Carrington**

Managing Director of Strategic Land at Countryside Zest

*“As the largest new neighbourhood in Chelmsford, Beaulieu is a key growth area for the city. Working closely with Countryside Zest has enabled us to ensure the effective delivery of new homes, community facilities and much needed infrastructure. The partnership approach adopted by all parties has enabled a strong relationship to be maintained between all parties, including other stakeholders, throughout the development process.”*

**David Green**

Director of Sustainable Communities, Chelmsford City Council



Beaulieu Heath, Chelmsford

# REDEVELOPING A FORMER MINISTRY OF DEFENCE SITE

Close working between the promoter and local council meant that officers could appreciate the commercial approach being undertaken by IM Land, while the developers were able to fully support the council in delivering their aspirations for this brownfield site located in a highly sensitive ecological and landscape location on the edge of an Area of Outstanding Natural Beauty.

Bath was home to three Ministry of Defence (MoD) sites which were due for release by the Defence Infrastructure Organisation – all of which were key to delivery of new homes in the UNESCO World Heritage City. Bath and North East Somerset Council published a design concept statement for MoD Ensleigh in 2010, and IM Land acquired the site at the end of 2012. MoD Ensleigh, on the northern side of the city, was a brownfield site with significant remediation issues including asbestos and ground contamination. It was also particularly sensitive in landscape design terms: it was overlooked by Beckford's Tower – a Grade I listed building owned by the local preservation trust – and in turn had views over several neighbouring villages.

IM Land, who subsequently signed contracts with Linden Homes and Bloor Homes, had early pre-application discussions with the council and entered into a planning performance agreement (PPA) which enabled a joint commitment to speedy delivery as well as facilitating engagement with the other infrastructure authorities – particularly important on this site as the concept statement required provision of a new primary school.

Early pre-application consultation with residents, heritage groups, parish councils and ward members, established that issues around design were key. Views to and from the site, building heights and possible light pollution were all raised and subsequently addressed by the architects.

However, it became clear during the planning process that not all of the aspirations of the original concept statement – 350 homes, a primary school, a local convenience store, formal open space, natural open space and allotments – could be accommodated within the original site area, as the application also needed to respond to key design issues.

On this basis, IM Land negotiated with a local landowner and acquired 'The Chill', an adjacent site. Working with the local planning authority, planning permission was secured for a new 210-place primary school, without the need for use of compulsory purchase order powers. This in turn enabled the council to deliver the concept statement in full including an additional benefit of an extra care scheme delivering 72 affordable units for elderly people living in the area.

Bath and North East Somerset's concept plan set out clearly the council's aspirations for the site, and IM Land's response in securing an additional site to aid housing, school and further public open space meant a good result all round. Bath has a new school opening in September 2017, an additional 38 affordable homes and 56 new homes for market sale.



Aerial view of the completed first phase of new homes

“Bath and North-East Somerset Council worked with IM Land and their design team to respond to the opportunity at MoD Ensleigh and to help shape their proposals to deliver a significant development in a very sensitive location. The success of the scheme demonstrates the benefits of a shared vision for the site and its setting as well as IM’s early engagement with a range of stakeholders including the council. The use of a planning performance agreement enabled the council to commit appropriate resources to meet IM’s programme and the delivery of a number of key policy objectives including affordable homes and critical social infrastructure to meet current and future needs.”

**Mark Reynolds**  
Group Manager, Bath and North East Somerset Council

“We worked as a team with IM Land in complex planning negotiations for the main Ensleigh site and for the adjoining land, known as The Chill. IM Land also successfully let the contract and delivered the demolition and remediation of the site as part of the infrastructure works. IM Land had a strong understanding of the commercial issues for a house builder and how to deal with them efficiently.”

**Andrew Driscoll**  
Senior Land Director, Bloor Homes South West



Completed primary school (Abbot Alphege Academy)

# A PROACTIVE PLANNING POLICY TO SUPPORT LOCAL GROWTH

## **Local development order at Aerohub Enterprise Zone, Cornwall Airport Newquay**

The Budget in 2011 announced the establishment of 21 new enterprise zones (EZs) in local enterprise partnership (LEP) areas. Enterprise zones allow areas with real potential to create the new businesses and jobs that they need, delivering positive benefits across the wider economic area.

The core offer is around simplified planning and business rates discounts, with zones having the potential to develop innovative solutions to address the specific local economic challenges.

The Cornwall and Isles of Scilly LEP led a successful bid with Cornwall Council to create an Aerohub Enterprise Zone around Cornwall Airport Newquay (NQY) which encourages businesses within the aerospace industry to locate there, creating opportunities for other supporting businesses. The EZ area is 263Ha (650 acres), could accommodate over 200,000m<sup>2</sup> of hangar space, office and manufacturing premises and create 5,000 jobs across three development zones and a business park.

The Aerohub Enterprise Zone:

- is the UK's only aerospace focused enterprise zone on an operational civilian airport
- is one of the largest development opportunities in the West of England
- is a catalyst for new jobs and private sector investment around a key growing asset, the airport
- will create a new business cluster and learning centre which will develop, enhance and adapt local skills in particular in advanced technologies.

Cornwall Council, the LEP and the Cornwall Development Company prepared a local development order (LDO) on a 35.5ha business park site to the south-west of the airport allowing development to be undertaken through locally determined permitted development rights. Planning freedom is a key incentive to attract investment and new growing business to the Aerohub.

The LDO was originally funded with a Planning Advisory Service pilot grant in 2010. The evolution of the final business park LDO document<sup>1</sup> was informed by early and ongoing stakeholder and community engagement including input from an environmental steering group, parish councils, the Cornwall Design Review Panel, a public open day and making material available online.

A key component for this LDO was to deliver flexible planning consent enabling future occupiers to develop in response to their specific requirements without the need to obtain further planning approval. To enable this to happen, the LDO establishes broad parameters against which future development is assessed and consented, but retains the flexibility for how they will proceed.

The LDO is the first of its kind, dealing with a 35.5ha greenfield site, with no existing planning land use and obtaining all of the planning consents to enable it to be fully developed. It provides planning consent, with a 20 year life span, for 115,000m<sup>2</sup> of employment floorspace with preferred but not fixed locations for office, hotel and retail uses.

<sup>1</sup> [www.cornwall.gov.uk/environment-and-planning/planning/local-development-orders/newquay-cornwall-airport-aerohub-enterprise-zone-local-development-order/?page=33179](http://www.cornwall.gov.uk/environment-and-planning/planning/local-development-orders/newquay-cornwall-airport-aerohub-enterprise-zone-local-development-order/?page=33179)



Cornwall Airport, Newquay LDO masterplan

It defines primary and secondary road frontages, public realm and street planting and establishes phased delivery for surface water drainage infrastructure.

*“The LDO has been in place for four years and has been a direct catalyst for investment and jobs offering speed, certainty and cost efficiencies to investors. The forward thinking of Cornwall Council and the LEP has delivered real results through a proactive planning policy supporting local growth.”*

**Councillor Bob Egerton**  
Cornwall Council

*‘Our planning free zone, still one of the largest in the UK, is one of our main propositions to investors looking to locate in Cornwall. We can offer a rapid solution with absolute certainty. This has delivered additional investment that might have been lost in the absence of our LDO.’*

**Miles Carden**  
Enterprise Zone Manager

# TRANSFORMING AN INDUSTRIAL SITE INTO A THRIVING MIXED-USE COMMUNITY

CEG is leading the development of the 57 acre Kirkstall Forge scheme in Leeds which is transforming the oldest industrialised site in England into a thriving mixed-use community in a unique wooded, riverside setting. Once complete, the scheme will comprise of 1,050 new homes, 300,000 ft<sup>2</sup> of offices and 100,000 ft<sup>2</sup> of retail, leisure and community space including a new school.

CEG has managed almost £40 million of investment to date, in site clearance, decontamination, delivery of infrastructure such as utilities and roads and opening the first new railway station in Leeds for decades. The first 110,000 ft<sup>2</sup> flagship office, Number One Kirkstall Forge, opened in November 2017 and was almost 70 per cent pre-let at completion, with four floors occupied as Zenith's UK headquarters. A reserved matters planning application was approved in November 2017 for the first phase of residential and leisure development.

The success of the scheme comes from a genuine and strong public and private partnership. In September 2003, Leeds City Council approved supplementary planning guidance for the redevelopment of Kirkstall Forge into a mixed-use community, creating a planning framework for the forge to guide the redevelopment.

Following extensive community and stakeholder engagement, CEG submitted an outline planning application in February 2005 and outline planning permission was granted in summer 2007. CEG's approach to involving local people in pre-application consultation is highlighted as exemplary by Leeds City Council in its document 'Protocol for pre-application discussions with local communities and ward councillors.'

CEG worked with Leeds City Council (LCC), West Yorkshire Combined Authority (WYCA) and predecessors, the local enterprise partnership (LEP), rail industry and the constituency MP to secure a rail growth funding package from government.

The Department for Transport agreed to support the £16.9 million required for new stations at Kirkstall Forge and nearby Apperley Bridge with £10.3 million of funding. However, this needed to be delivered within a tight timetable and private finance for the remaining 40 per cent was limited at a time of economic downturn. A Growing Places Fund loan via the LEP allowed CEG to finance its contribution, unlocking the funding package for both new stations.

A new junction, access road and bridge were also necessary to open up the site and connect to the new station. These works were delivered by LCC via a section 278 agreement using Public Works Loan Board finance which will be repaid over the coming years.

Together this partnership has successfully delivered a new railway station at the heart of this mixed-use development and within the first five months of opening it has exceeded the predicted annual patronage. It substantially increases the sustainability, viability and attractiveness of Kirkstall Forge, as well as creating a river-crossing, bus and rail interchange to benefit the 15,000 residents of adjacent Kirkstall, Horsforth and Bramley.

It has also helped to secure a significant pre-let deal by Zenith to forward commit to 63,000 ft<sup>2</sup> of the 110,000 ft<sup>2</sup>, seven-storey office development.





Number One Kirkstall Forge, the first 110,000ft<sup>2</sup> commercial building on this mixed-use site

Such a significant pre-let is testament to the fact that the offer is unique. This is not an out-of-town business park. It is an office with best-in-class specification connected to Leeds City Rail Station in just six minutes.

Number One Kirkstall Forge has also become the first ever commercial property in Yorkshire to be awarded Wired Platinum certification by the digital connectivity rating company WiredScore.

CEG, in partnership with Wates, Leeds City Council and Leeds College of Building is also delivering the Forging Futures Campus, an innovative vocational training programme in a live construction environment. It acts as an apprenticeship hub for the local supply chain network, as well as delivering Leeds' future architects, bricklayers, civil engineers, joiners, plumbers and electricians through site visits, curriculum projects, hands-on work experience and mentoring support.



The new Kirkstall Forge railway station connects the development to Leeds City Centre in just six minutes

**“This unity with the city council, WYCA and other public sector partners has helped to turn our vision of Kirkstall Forge into an award-winning reality, with the scheme being recognised for its scale, ambition, partnership and environmental values.**

**“Ultimately, almost 10,000 people will live, work and form a community at the site, bringing millions in new household spend, delivering economic, physical, social and environmental benefits to the area.”**

**Jon Kenny**

Development Director, CEG

**“The success of Kirkstall Forge is a great example of how public and private sectors working together can bring about inclusive growth and the regeneration of brownfield sites through targeted investment, innovation and being ambitious and imaginative. It also aligns perfectly with our broader values of Leeds being a compassionate city with a strong economy offering opportunities for all.”**

**Councillor Judith Blake**

Leader, Leeds City Council

# DEVELOPING AN NHS HEALTHY NEW TOWN

Barton Park is a new 885 home development which is being built alongside the existing community of Barton in the North East of Oxford. The development is being delivered by Barton Oxford LLP, a joint venture between Oxford City Council and Grosvenor Britain and Ireland, and has had a strong masterplan in place with a commitment to enabling good health and wellbeing from the outset.

In 2016, Barton was selected as one of the 10 national NHS Healthy New Town demonstrator sites and a partnership was established between Oxford City Council, Grosvenor, Oxfordshire County Council Public Health and Oxfordshire Clinical Commissioning Group to take this work forward.

The Barton Healthy New Town project has three key work streams: developing new models of care, improving health through the built environment, and community activation.

A comprehensive report was compiled to capture the outcomes and achievements of the first year and this can be accessed through the Barton Healthy New Town website.<sup>1</sup> The three key pieces of learning from the first phase have been:

## **1. The importance of carrying out in-depth analysis of the assets and health needs of existing and future residents through local research**

This has provided a more localised, up-to-date picture of existing and future residents' health needs and has identified community and physical assets already in place that support and promote good health that can be built on. Having this type of research is particularly useful in informing priorities, and service and facility planning when there is a

new community being established alongside an existing area. It also allows for the regenerative effect a new development can have on an established community to be more targeted and effective.

## **2. Community engagement**

A clear focus from the outset on integration between the existing and new communities has been essential and this has been built into all the work streams to make sure that this remains a priority. A community grants scheme funded by the project enabled community led solutions tackling the local health issues identified in the research to be piloted by providing early investment and support. In testing out community activities and increasing community capacity ready for new residents to join. It's been a positive opportunity for community groups to help come up with their own ideas and solutions as this increased engagement, participation and long term sustainability of the initiative piloted. One of the funded pilots has secured £204,326 worth of Big Lottery funding for over three years to deliver the Appointment Buddies project, upskilling local volunteers to support older isolated residents to access health and wellbeing activities and health services.

## **3. The benefits of carrying out a health impact assessment (HIA)**

This helped identify the impact on health of the new development and any opportunities for retrospective enhancements to the original masterplan. An important point to highlight from the learning in Barton is around trying to ensure that infrastructure to support good health, such as parks and access routes, are in place ready for new residents, to capture the 'window of opportunity' for encouraging healthy behaviours.

<sup>1</sup> [www.oxford.gov.uk/bhnt](http://www.oxford.gov.uk/bhnt)



Barton's park, a linear park that will link in with the existing community park in Barton and accommodate one of three fit trails

Following the success of the Barton HIA, the project has now been able to secure the inclusion of a Health Impact Assessment policy within the draft Oxford Local Plan 2036.

“We are delighted that our new housing development at Barton Park is one of NHS England’s Healthy New Towns, enabling us to offer so much more than just 885 much-needed homes for the city. Not only has it enabled us to build healthy living into the fabric of our masterplan, it has also been a catalyst to tackle health inequalities faced by the established Barton community, by providing improved health and community facilities. Importantly, it has also enabled us – through joint working between the city council, Grosvenor, Oxfordshire County Council Public Health, Oxfordshire Clinical Commissioning Group and Barton residents – to identify where the most positive impact can be made and how it can be made sustainable in the long term to support integration between the two communities.”

**Councillor Alex Hollingsworth**

Board Member for Planning and Regulatory Services, Oxford City Council

“We established an incredibly productive partnership with NHS England, Oxford City Council, Oxfordshire County Council to shape this Healthy New Town. With new homes, a new park, sporting facilities and a new community hub, Barton Park will be an exceptional, integrated neighbourhood offering amenities and community services to new and existing residents.”

**Alex Robinson**

Director at Grosvenor Britain and Ireland

“The Barton NHS Healthy New Town is a great example of what can be achieved when partners work together to create a health enabling environment. There are real opportunities for doing things differently with this development that will benefit not only new residents who will move to the area but the existing communities as well. Oxfordshire County Council is delighted to be able to support the project through its planning and public health teams and is looking forward to being able to apply the learning from this project in other areas.”

**Bev Hindle**

Strategic Director for Communities, Oxfordshire County Council

# PLYMOUTH CITY COUNCIL

## ‘PLAN FOR HOMES’

Plymouth City Council’s (PCC) Plan for Homes has taken a proactive and collaborative approach to delivering 5,000 homes in the city. The £80 million programme identified 16 initiatives aimed at maximising investment in infrastructure and making land and finance available to accelerate delivery in the city.

The council has released 33 sites and over 138 acres of land to deliver 1,649 homes, of which 831 (51 per cent) are affordable. For each of these sites, the council produced a site planning statement to guide developers and encourage innovation. The council has worked closely with its successful development partners to encourage meaningful public consultation, secure planning permissions, secure or provide funding and remove barriers to delivery.

The council worked in partnership with a local registered provider, Aster Homes, to deliver a £5.5 million extra care scheme providing 40 affordable housing units on the site of

a derelict community centre. The council sold the site to Aster Homes and provided £700,000 of grant to help bridge the cost of the development, which also received a Homes England (formerly known as the Homes and Communities Agency) grant.

The Plan for Homes created a £30 million land acquisition fund and to date, three sites have been acquired and cleared to accelerate and de-risk development. These sites will deliver in the region of 450 homes.

Furthermore, the Plan for Homes has proactively targeted stalled housing sites in the city. PCC has maintained a regular dialogue with the owners of all stalled housing sites to identify and overcome obstacles, identify funding opportunities and to put landowners in touch with developers and housing associations.

In partnership with PCC, the Guinness Partnership recently completed a 56 unit



The former sports ground at Stonehouse Arena was a magnet for fly-tipping and antisocial behaviour prior to its redevelopment



The development, branded Ocean City Place, has provided 56 high quality affordable homes on the edge of Plymouth's city centre

affordable housing scheme at Stonehouse Arena, Harwell Street. The site, a former railway siding and sports ground, had been disused since 2002 and frequently attracted antisocial behaviour and fly-tipping.

The £8 million scheme, which benefited from £80,000 of PCC section 106 contributions, has delivered 46 affordable rented and 10 shared ownership homes and it has helped to regenerate the local area. Charles Layiwola, Project Delivery Manager for the Guinness Partnership said:

**“Stonehouse Arena has been a challenging site to bring back into use, particularly as a wholly affordable scheme. The final design needed to address problematic ground levels and conditions, whilst meeting significant energy efficiency requirements and high design aspirations. We are grateful for the support of both Homes England and Plymouth City Council, which were critical to unlocking the site’s full potential.”**

**Charles Layiwola**  
Project Delivery Manager,  
The Guinness Partnership

**“Our award winning Plan for Homes has been and continues to be, a hugely successful programme that is well on track for delivering its ambitious 5,000 home target. Its success has been down to a number of factors including strong cross-party political support, outstanding partnership working and the plan’s innovative solutions to unblocking a range of planning issues, supporting the council’s overarching aim to be “one of Europe’s most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone.”**

**Paul Barnard**  
Assistant Director for Strategic Planning  
and Infrastructure, Plymouth City Council

# TRANSFORMING AN INNER CITY BROWNFIELD SITE THROUGH PUBLIC PRIVATE PARTNERSHIP

WestQuay Watermark is the centrepiece of Southampton City Council's 'Heart of the City' scheme, one of seven 'Very Important Projects' identified in the city centre masterplan. It promotes the vision the council has for the city, and has become Southampton's new city centre dining and leisure destination.

The WestQuay Watermark development has transformed a brownfield site into an iconic new leisure-led development, and has created a new public space showcased against the backdrop of the medieval town walls – a scheduled ancient monument. Delivered in collaboration between the public and private sectors with outstanding sustainability outcomes it illustrates the achievement possible between public-private leadership and investment.

The scheme is a result of a long term partnership between Hammerson and Southampton City Council which has delivered Westquay Shopping Centre and Westquay South, the latter being re-designed to ensure feasibility following macroeconomic factors in 2007.

The development is located on a brownfield site of reclaimed land adjacent to the existing shopping centre and medieval town walls that used to mark the seafront. The development sought to enhance Westquay Shopping Centre by creating an iconic, high quality leisure destination which would encourage footfall and dwell time, and cater for a variety of visitors during the day and evening.

Three key site constraints influenced the building design:

- maintaining the sightline from Catchcold Tower in the town walls, (a scheduled ancient monument), towards the waterfront
- ensuring a minimum building distance of 42m away from the town walls and the creation of a new public esplanade
- managing a level difference of 7m from the top of the town walls to the north eastern boundary of the site and the site level along Harbour Parade.

At the heart of the development is the public esplanade, created with the support of £7 million Regional Growth Funding (RGF), which is designed to create a new distinctive area of public realm.

The grant also unlocked the development of a cinema and 24 restaurants. The promenade restaurants have external terraces, providing additional activity to the esplanade fountains and curated events programmes including light shows, festivals, sports events and an ice rink.

Key outcomes:

- The partnership achieved sustainability outcomes for the local authority including 103,981 people days worked on the project, 45 per cent local workers.
- Nineteen apprentices, 16 work experience placements and three graduates were employed.
- Twelve unemployed people were supported into work.
- Over 1,000 construction and end user full time jobs were created, satisfying the RGF targets.

- The project generated over £100,000 of investment in community projects.
- The partnership worked with 34 local not-for-profit organisations.
- The partnership funded 36 people in management training.
- The partnership funded training for 150 long-term unemployed people with the majority securing work.
- Thousands of local people were engaged via community roadshows.
- A dedicated recruitment one stop shop, Westquay Works, was created and sustained post completion.
- Seventy-nine per cent of end user roles went to Southampton residents.
- Excellent post-completion assessment from Building Research Establishment Environmental Assessment Method (BREEAM).

*“Westquay South is an architecturally iconic destination, which has regenerated and integrated a new piece of urban fabric into Southampton City Centre through close collaboration between the public and private sectors.”*

**Guy Wells**

Development Manager, Hammerson

*“Southampton City Council and Hammerson have forged a very strong partnership, working collaboratively to deliver a high quality scheme that contributes to Southampton City Council’s ambitious plans for economic growth. This partnership has radically improved the offering and reputation of the city of Southampton, further cementing our position as the destination city on the South Coast.”*

**Dawn Baxendale**

Chief Executive, Southampton City Council



View of newly created public esplanade and Westquay South during Festival of Light

## SOUTHEND-ON-SEA BOROUGH COUNCIL AND ROCHFORD BOROUGH COUNCIL

# JOINT PLANNING ACROSS BOUNDARIES TO DELIVER REGIONAL INFRASTRUCTURE

Southend-on-Sea Borough Council has a track record of collaborative working. One example of this is the Joint Area Action Plan for Southend Airport and its Environs (JAAP).

The joint area action plan was a result of partnership working between the Southend Council planning team and neighbouring Rochford Borough Council (with input from Essex County Council) and was adopted in December 2014.

Adopting a partnership approach to the development of a key regeneration area has acted as a catalyst for economic growth within the sub-region.

The JAAP which provides for the planned development of Southend Airport and its surrounding area is one of the most significant projects for Southend Council for many years and for the future of the borough.

Since its adoption it has opened opportunities to provide housing, jobs and infrastructure that will support the future development of the town. It was instrumental in securing a share of the £35.6 million awarded from the Local Growth Fund to Southend/Essex County Council for capacity enhancements on the A127 and infrastructure to support Southend's growth. This was supplemented in January 2015, when the South East Local Enterprise Partnership agreed an additional £3.2 million of government funding for London Southend Airport Business Park.

Key outcomes:

- The project addresses the needs of the growing London Southend Airport, providing high quality employment development.
- The project provides an integrated solution to sustainable transport infrastructure.
- New areas of green space, landscaping and public realm have been created.
- Approximately 7,200 jobs will be delivered via a planned low carbon business park, high tech medical campus and aviation-related businesses.
- Sharing costs and resources has resulted in savings for Rochford and Southend Councils.
- Benefits of the development will be shared between the two authorities and wider community.
- Pooling of expertise from three authorities and joint working committees of officers and members has resulted in significant efficiencies.
- Substantial Local Growth Funds were secured in 2014 and 2015.
- Delivery of infrastructure scheme is underway, with a focus on ensuring the necessary support for investment from the private sector.
- Southend Council secured a private-sector development partner to implement the plan and the team is working with this partner to prepare a masterplan for the business park.





Departures and arrivals terminal at London Southend

“I am delighted the work that the planning team has done to support the growth and expansion of the airport and the wider infrastructure of the area. From the preparation and development of the JAAP through to dealing with planning applications for airport related developments the team has always adopted a ‘can-do’ attitude and collaborative approach. The work they have done has been fundamental to securing government support and investment which will help secure the future growth of the airport and the town of Southend.”

**Kate Willard**

Head of Corporate Projects Stobart Group,  
London Southend Airport

“The greatest attribute of the service in Southend is that it combines strategic planning, development management, building control and enforcement working altogether alongside colleagues in highways, transport planning, cycling and engineering teams to cover the full spectrum of the development process.”

**Peter Geraghty**

Director for Planning and Transport,  
Southend-on-Sea Borough Council

# STOKE-ON-TRENT CITY COUNCIL AND ST. MODWEN HOMES TRANSFORMING A FORMER FOOTBALL STADIUM

A strong and effective partnership between St. Modwen Homes and Stoke-on-Trent City Council has been fundamental to transforming the former Victoria Ground with 200 new homes, a park and school sports facilities.

The new development, to be known as Victoria Park is the site of the former stadium of Stoke City Football Club. St. Modwen acquired the site in 1997 as part of the club's relocation to the new Britannia Stadium. Planning permission was granted in 2007 for the redevelopment of the Victoria Ground site for residential use but onset of the recession and other technical complications associated with the site caused delay to its progression.

St. Modwen Homes initially unveiled plans for part of the site in 2016 and a public exhibition received positive comments from key stakeholders and local residents with three consistent themes:

- a strong desire to see a comprehensive scheme come forward, encompassing the land on both sides of the River Trent
- the opportunity afforded by the development to address the current shortfall of outdoor sports provision at the adjacent primary school
- the tremendous community benefit that would result from the naturalisation of the River Trent, and reconnection of the riverside walk in this location.

Taking on board this feedback, St. Modwen Homes has worked closely with Stoke-on-Trent City Council to enable a two-phased planning application to be brought forward for this 16 acre site. Planning permission was granted in Autumn 2017 and construction has now commenced. The first phase consists

of 130 homes, built directly off Boothen Old Road.

In the second phase, 70 homes will be built between the existing primary school and the A500 with significant works being carried out to establish new school sports pitches and a landscaped linear park.

In parallel, the city council have also been working with the Environment Agency to bring about improvements the biodiversity of the River Trent watercourse which runs through the site. If funding bids are successful the aim will be to create stronger links between the school and the neighbouring river enabling this natural feature to be used for educational purposes.

With its 'open for business' attitude, the city council has enabled St. Modwen Homes to prepare a high quality design and layout to create popular and stylish homes close to Stoke's city centre. The council has also opened up discussions between St. Modwen Homes and the local primary school to assess the feasibility of including sports facilities in the overall design of the scheme. The school does not currently have any sports facilities so new provision would greatly improve the pupil experience.

Partnership working with the city council and consultation with other local stakeholders and residents has been an integral part of the development process and will continue through to construction and in the ongoing management and advancement of the site. The collaborative partnership between Stoke-on-Trent City Council and St. Modwen Homes will ensure visual, environmental and economic improvements for the benefit of existing and new communities.



Stoke City's former Victoria Ground home, which is now being developed over two phases to create hundreds of homes, park and sports facilities. Behind the stadium flows the River Trent, which is being opened up as part of environmental and wildlife improvements at the site.

“I have made it clear that a key priority for the city council was to bring this very important site into use and I am really proud that we have secured this investment. This is an important development site for the regeneration of the city and as such we want to see it brought back into constructive use in a way that improves the area, and brings much needed new facilities for the community.”

**David Sidaway**

City Director, Stoke-on-Trent City Council

“We understand that the Victoria Ground is an important site for both the people of Stoke-on-Trent and the city council and we have worked hard on the proposed plans for the new development, ensuring we have secured input from the immediate and broader Stoke community. Having taken the comments from the public consultation on board, particularly for the second phase of development, we are looking forward to turning our plans for Victoria Park into reality, breathing new life into the community and the surrounding areas and changing this area of Stoke in a positive and meaningful way.”

**Dave Smith**

Managing Director, St. Modwen Homes

# SWINDON BOROUGH COUNCIL AND CREST NICHOLSON

## A NEW GARDEN VILLAGE WITH A FOCUS ON CHARACTER, LIFESTYLE AND LEGACY

Crest Nicholson and Swindon Borough Council have been working collaboratively to deliver a thriving, sustainable and successful new community at Tadpole Garden Village. Located in landscaped surroundings between the Cotswolds and Swindon, Tadpole Garden Village (TGV) comprises 1,855 homes and is based on 21st century garden village principles, with a focus on character, lifestyle and legacy.

The Tadpole Garden Village design codes, prepared by Crest Nicholson in collaboration with Swindon Borough Council and community representatives, expand upon how the garden village concept will be delivered and have been formally adopted by the council through the planning process. The codes are inspired by the garden cities movement of the late 19th century and provide a mechanism to ensure that the new community is delivered in accordance with the vision.

The masterplan is landscape-led and includes delivery of a common, a nature park, stray and woodland, as well as sports pitches, play areas and allotments. The codes require significant verges, tree planting and hedgerows as front boundaries within the streets.

The vision aims to create a high-quality designed place where people will want to live and visit with on-plot parking, community facilities and transport connections. The community has already delivered a primary school and a dedicated branded bus service and will soon provide a secondary school, community centre, medical practice and public house.

Tadpole Garden Village is also the only strategic site within the borough of Swindon currently delivering a 30 per cent mix of affordable housing, for rented and shared ownership accommodation.

The objective has been to engender a sense of pride and community ownership at Tadpole Garden Village and the design and commitment to the garden village principles are a big part of that, but the long term management and maintenance of the community is equally important.

A community interest company (CIC) has been established to oversee the management of the open space and other community assets. All TGV residents and associated stakeholders are members of the CIC. Crest Nicholson is pump-priming the CIC and will gift two retail units as a long-term revenue income stream and any revenue generated from a TGV asset will be returned to the CIC.



Tadpole Gate at Tadpole Garden Village



Tadpole Garden Village has an abundance of open space for all to enjoy

Crest Nicholson will continue to work closely with the community for its long-term benefit, ensuring a successful management structure is in place to safeguard the future prosperity of Tadpole Garden Village.

**“The partnership between Crest Nicholson and Swindon Borough Council shows just what can be achieved when a local authority works hand-in-hand with a developer, with the aim of creating a development that is built for the needs of the community. It will establish a lasting legacy that will positively benefit residents and local community now and in years to come.”**

**Andrew Dobson**

Managing Director (Strategic Projects), Crest Nicholson

**“The development of this site is excellent news for Swindon and I am delighted that we have been able to forge such a successful partnership with Crest Nicholson. Following the granting of planning permission back in 2012 the site now forms part of the Swindon Local Plan and I am greatly impressed by the rapid pace of construction by Crest Nicholson, from completion of the first house in 2014. This is yet another example of the council’s determination to develop sites for housing as soon as they become available in line with our pledge.”**

**Councillor Toby Elliott**

Cabinet Member for Strategic Planning and Sustainability, Swindon Borough Council

# DELIVERY OF STRATEGIC INFRASTRUCTURE TO FACILITATE FUTURE DEVELOPMENT AND ATTRACT INWARD INVESTMENT

The Wakefield Eastern Relief Road (WERR) scheme is an important illustration of how the public sector, working closely with the private sector can bring all the components together to deliver significant key infrastructure, in a short timescale, to facilitate future development and encourage inward investment.

The scheme also addresses issues of congestion and poor air quality, along with a whole host of other direct and indirect benefits. This will go on to achieve large scale regeneration and housing delivery in an urban context through true collaborative and partnership working.

At the heart of the scheme is sustainable development and long term regeneration. This is underpinned by the accelerated delivery of key infrastructure which in turn, accelerates the ability to meet much needed long term housing and employment needs across the district, coupled with a once-in-a-generation opportunity to invest and regenerate the most deprived areas of the city.

The relief road is a 5.5km road that provides an alternative route around Wakefield's city centre. The road runs through the wider, 107 hectare, City Fields strategic urban extension, linking the south of the city of Wakefield to the north.

Spawforths' concept of the Wakefield East (now known as City Fields) strategic urban extension evolved from a holistic approach to a number of interlinked sites on which Spawforths were acting on behalf of a number of landowners.

The relief road is a key component of the City Fields site, acting as both a relief road

for central Wakefield and a site access road for City Fields. It had been a long held aspiration for Wakefield Council, but with no means of delivery. Spawforths conceived and promoted City Fields through the council's local development framework, securing its release from the Green Belt to enable its confirmation as a strategic allocation in the Wakefield Local Plan.

Since the relief road was strategic in nature and provided more than site-only development benefits, Wakefield Council took the lead in its delivery utilising the West Yorkshire 'Plus' Transport Fund and developer funding. This also enabled the relief road to be delivered in its entirety and in a far shorter timescale than if it had come forward on a phase-by-phase basis as the City Fields site allocation was developed.

The road is the first scheme to be delivered as part of the West Yorkshire 'Plus' Transport Fund. This Transport Fund is intended to underpin growth by improving the Leeds City Region's roads and railways, connecting people to jobs, and goods to the market. The Transport Fund project aims to reduce journey times, alleviate congestion and improve air quality, as well as provide better access to jobs.

Spawforths were instructed by Wakefield Council to take forward the relief road planning application to meet the tight delivery programme. In doing this Spawforths led a multidisciplinary consultant team to submit a planning application with environmental statement, for the relief road proposal, demonstrating the continued commitment and benefits to partnership working which has been at the core of the process since its initial inception.



Aerial view of Werr route around eastern extent of Wakefield



One of two new bridges with Werr running under the existing Wakefield-Normanton-Castleford railway line



Remodelling of Doncaster Road gyratory where the Werr joins the existing road network



Cyclists using cycle paths constructed along the length of Werr

This has all enabled road construction and the relief road's opening, within programme, in April 2017.

*“We are really pleased to be leading the delivery of this new sustainable urban extension to Wakefield and accelerating the delivery of 2,500 homes. It is also one of very few schemes where through collaborative working between the public and private sectors, the main strategic infrastructure is in place and open before the first house has been occupied.”*

**David Rolinson**  
Chairman, Spawforths

*“The Wakefield Eastern Relief Road is a game changer for the district. It shows the willingness and ability of the council to secure funding and construct major infrastructure to support the delivery of our growth plans. It not only opens up our largest development site but it also brings major benefits to Wakefield town centre through relief of congestion and improvement of air quality.”*

**Neil Rodgers**  
Head of Planning, Transportation and Highways, Wakefield Council

# WOKING BOROUGH COUNCIL AND WILLIAM LACEY GROUP BUILDING ON REDUNDANT LAND PREVIOUSLY EARMARKED FOR A BYPASS

The Rydens Way development provided 24 open market and 18 affordable eco-friendly homes ranging from one bedroom flats to four bedroom houses. The homes have been built on land that had previously been reserved as a bypass.

For many years the area had been poorly used and maintained and littered with vehicles parked in a haphazard fashion, making the area unsafe and unattractive. The plans included major highway improvements, enhanced public transport facilities and significant environmental and open space improvements.

The new plans were met with significant resistance from many quarters, but now the homes are complete and the new road network is in place there is a clear recognition of the substantial improvement to the area. This is evidenced by the support that has been received for the further plans for the construction of 11 houses on the last phase of the site that have now received detailed planning at local level.

The development layout and the design of the new homes were prepared by PRP Architects in conjunction WITH the William Lacey Group, resulting in a style of architecture that complemented the local street scene and the neighbourhood setting. A series of meetings with residents were held to explain the benefits of the new scheme and to address any concerns that were raised.

Building 42 new homes, together with the construction of a new arterial road network, in the centre of an area surrounded by 600 existing homes, was a challenging prospect. This required close liaison with the local community to ensure that complete services of public and private transport and access for emergencies and pedestrian access were maintained throughout the construction period.

The affordable homes were allocated by Woking Borough Council and the homes for sale were sold on the open market. The first phase of the development is now complete and the regeneration of the area has breathed new life into this part of Old Woking.

There is a good community spirit on the new development. One example is the 'Incredible Edible' network that have used very small parts of the development to grow vegetables, herbs and fruit for the benefit of the residents.

Planning approval has now been granted for the second phase of development: 11 new family homes. The first phase of the redevelopment transformed the area and this was translated into significant backing by the community at the public exhibitions showcasing the proposals for the last phase of development.





“There was a real need to transform the quality of this part of Old Woking. The Rydens Way scheme of 42 new homes with its extensive landscaping, improved public transport links and upgraded parking provision has breathed life into this area. The new homes range in size from one bedroom homes to four bedroom accommodation and include 14 affordable homes, all built without the need for public funding. The Rydens Way project is a splendid example of what can be done to transform an area, if there is vision, clear objectives and a committed development team.”

**Ray Morgan**

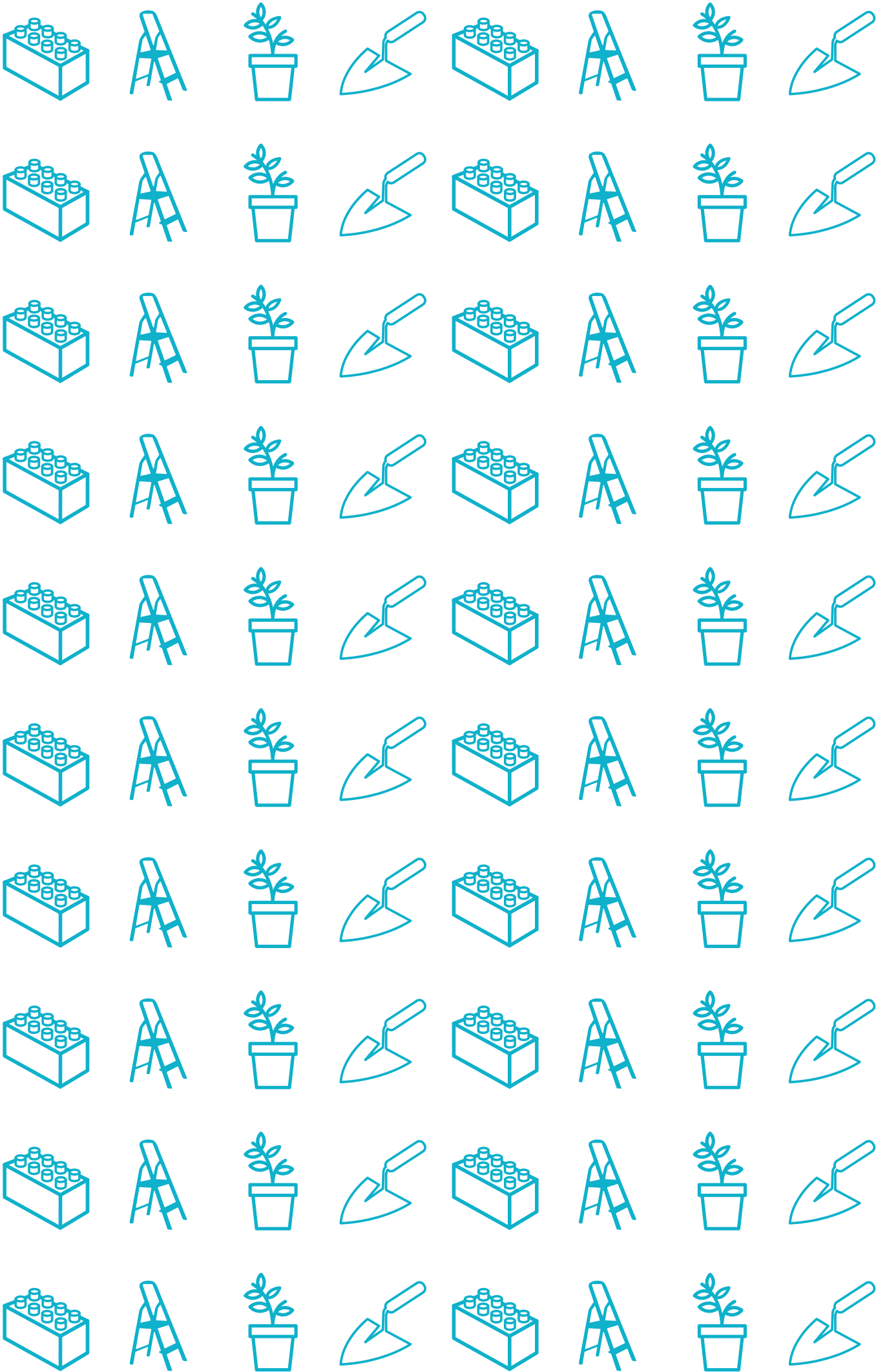
Chief Executive, Woking Borough Council

“The key to the success of this development has been teamwork. We have enjoyed an excellent working relationship with Woking Borough Council, the agents who acted on behalf of the council and of course our own management team who all worked so hard to bring the Rydens Way development to a successful conclusion.”

**Chris Lacey**

Chief Executive, William Lacey Group







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