



# QUALITY CHARTER FOR THE CAMBRIDGE AREA

## EAST OF ENGLAND STUDY TOUR

### BRIEFING PACK

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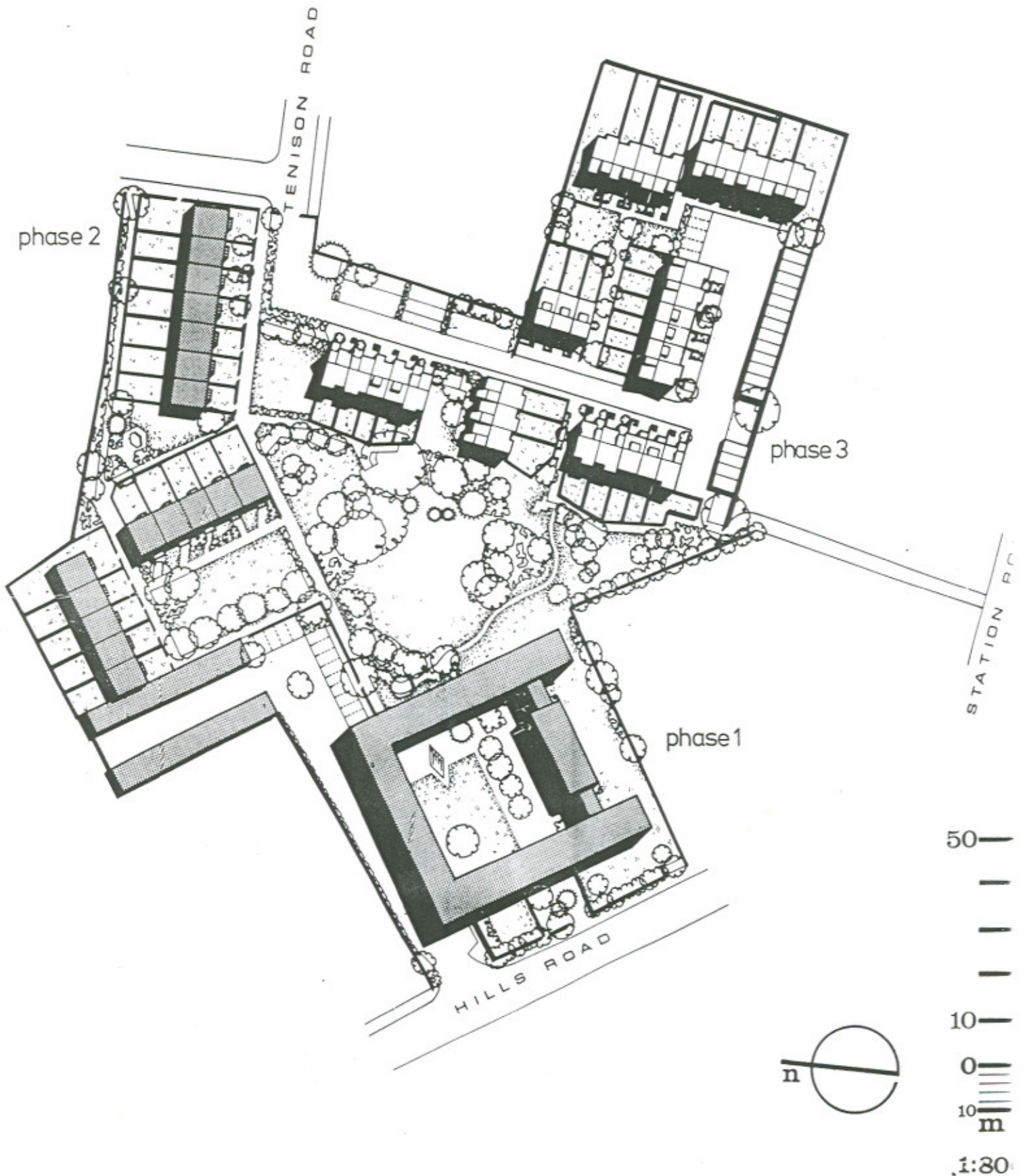
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March 2006



# HIGHSETT

Cambridge

Span Developments

phase 1: 1960: 37 apartments & maisonettes  
12 garages

phase 2: 1964: 5 'T8' & 12 'T7' houses  
27 garages

phase 3: 1965: 31 'R' series houses  
23 garages

RP 1033 /

Eric Lyons, Cunningham and Partners  
Mill House Studio Bridge Road Hampton Court Sur  
telephone 01-979 7



## HIGHSETT Hills Road Cambridge

one of a series of projects carried out for SPAN Developments

This development was carried out in three separated phases over a period of about eight years and although the three parts are architecturally disparate they are related by a sense of scale and also by the common landscape vocabulary. The important topographical element of the site was a central 'bowl' surrounded by a banked raised walk and held in by some splendid trees. This is retained and remodelled: the banks are softened and the natural emphasis so as to separate this 'secret' garden from the housing groups.

- Phase 1 The quadrangle, inspired by the Cambridge Colleges, formed of three-storey flats on three sides and two-storey studio flats over garages on the fourth side, acts as a pedestrian entrance to the whole development. Thirty six flats in all providing a range of seven different types of accommodation all within a strict modular discipline using considerable repetition of structural elements and equipment.
- Phase 2 Seventeen T8 houses similar to those used at Fieldend Teddington and on other projects.
- Phase 3 Thirty one houses: a mixture of two and three storey from a range produced after a programme of design research to establish a system using modular and structural standardisation and giving a wide range of accommodation suitable for medium densities. The emphasis is deliberately urban but every house has a private garden and privacy is ensured by the arrangements of the blocks and by the fenestration technique and the modelling of the buildings.

## HIGHSETT 1, Cambridge, (ABC flats + maisonettes) – completed 1960

### *Sales Brochure*

"Every completed Span project has become well known and visited by architects the world over.

No previous project, however, has aroused such interest as this. None has offered such a challenge – or carried such a responsibility."

"Magnificent trees, which previously flourished in Victorian Gardens, will continue to flourish undisturbed. The flats and houses will be landscaped naturally into their environment with green lawns, flowering shrubs and safe space in plenty for plenty of children."

"Span flats and houses.... Their form is unfussily elegant; their content cunningly contrived to make life therein a source of constant pleasure."

My wife, myself and the young salesman planted the four mature cherry trees in the courtyard, evidently to the amusement of the building workforce. The trees are surviving to this day.

.....

### HIGHSETT 3, Cambridge – completed 1965

*'Architectural Guide to Cambridge and East Anglia', Charles McKean – 1982*

"The only large work in East Anglia by the late Eric Lyons, Highsett consists of flats and houses on a site originally designated for a high-rise tower of bachelor flats. The building facing Hills Road is a quadrangle of flats raised on piloti so as to give views into the interior of the courtyard. Materials – for example the tile-hanging – are not very East Anglian. The courtyard of flats has a neat, slightly Scandinavian feel about it and is the best part of the schemes. Highsett would not have been particularly special were it not for the fact that other British flat developments have been so appalling. The modern terrace houses behind were an exciting novelty at the time."

.....

*Report By Eric Lyons – 7 Jun '66*

"It was after the completion of stage 1 that the promoters required the scheme to be revised to provide larger units more suitable to family needs."

"The designs for these houses in Stage 3 are the result of a programme of design research to establish a 'standard' range which by modular and structural discipline would provide a great variety of accommodation and which would freely allow the use of differing proportions of different types."

The important topographical element of the site was the central 'bowl' surrounded by a raised walk and held in by some splendid trees. In spite of the changes that have taken place in the design of the development, the exploitation of this central area has always been in mind. In the final execution, the 'bowl' was re-modelled: the banks softened and the enclosure formed by the trees and banks was emphasised, to separate this 'secret' garden from the actual housing groups."

.....

*Ivor Cunningham – Aug '94*

The planning officer, Gordon Logie, who put his oar in at The Keep, turned up as the planning officer for Cambridge. He bought a T8 house in Highsett 2, and then complained on the choice of bricks for stage 3. However, he backed down and the scheme went ahead with the precise brick we wanted to use.

The 'R' range of houses, two and three storey, provide a range of accommodation, including with and without garages, and in many ways, I think they are the most stylish houses we designed, and they got both a Housing Award and an RIBA Architecture Award.

For elevational reasons, and some perversity, the aluminium roofs are pitched inwards to a central gutter, discharging at both ends of the terraces. I have not heard of any water seepage into the houses.



<h1>Highsett, Cambridge</h1>	<b>Built</b> 1959-1964	<b>Local authority</b> Cambridge City Council
	<b>Lead designer</b> Eric Lyons & Partners	
	<b>Developer</b> Wates, Rattee & Kett	

Overview

Highsett was developed between 1959-1964. Its 4 hectare site is divided into three distinct types of housing: Phase one: The Quad (flats and large communal garden); Phase two: The ‘L’ shaped (2-storey houses) and Phase three (our case study area): a cul-de-sac of townhouses. The development benefits greatly from its location just outside the centre of Cambridge and from the existing mature landscape.



● The site

Highsett is built in a gault brick, typical of East Anglia; roofs are pitched inwards to a central gutter and roof glazing is used to light bathrooms and staircases. By present-day standards, rather large areas of glazing are used. The houses are arranged in short terraces with small private walled gardens.



Area of detailed analysis
 Photo position

Evaluation

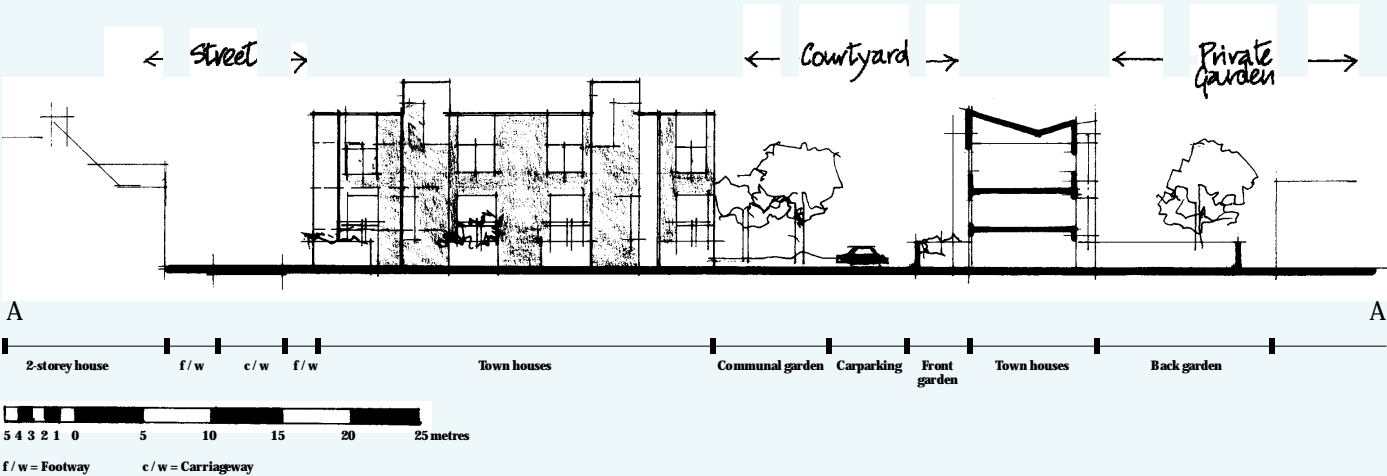
- Successful features of the area of detailed analysis are:
- Each house has a well-screened private garden or courtyard;
  - There are safe, overlooked areas for children to play in;
  - bin stores, bicycles and meter boxes can also be easily accommodated in these enclosed front gardens;
  - A mix of short terraces fronting the street as well as those positioned in parallel, help to provide a high level of natural surveillance onto pathways and communal spaces, but not necessarily onto the street;
  - Mature landscaped areas, albeit that some trees are very close to the buildings.

The area of detailed analysis demonstrates that a clear division of private and public space is important. However, one block appears to have been originally designed with a communal

back, but subsequently the space has been subdivided and used for private parking.

Other concerns are the poor design of the grouped garages as a long row with a large area of hardstanding in front. It is not clear whether these are viewed as satisfactory by residents, as some have converted their forecourts into parking spaces.

Although the site is structured as a cul-de-sac, it is quite permeable, due to its numerous pedestrian paths, but the configuration of the site and these multiple pathways, some enclosed by walls, and the proximity to an urban environment must create some security risks.





- ❶ The careful design of the front gardens provides space for bins, bicycles and meter boxes.



- ❷ There is a high level of surveillance onto pathways and communal spaces, but not necessarily onto the street. This must create some security risks.



- ❸ The external architectural design of the houses is straightforward and does not suffer from the more negative features of their period.



- ❹ One block appears to have been originally designed with a communal back, but the space has been subdivided and is used for private parking.



- ❺ It is not clear whether the garages are viewed as satisfactory by residents, as some have converted forecourts into parking spaces.

### Analysis of built form components in the area of detailed analysis

Area of detailed analysis:	0.4 ha.
Number of Dwellings:	18
Dwelling mix:	2-storey terrace
2 house types	3-storey townhouse
Density	
Dwellings per hectare:	45
Habitable rooms per hectare:	203
Floorspace per hectare:	4953 m <sup>2</sup>
Space in and around the home	
2-bed house: (2-storey)	88 m <sup>2</sup>
Typical garden area:	23 m <sup>2</sup>
4-bed house: (3-storey)	120 m <sup>2</sup>
Typical garden area:	63 m <sup>2</sup>
Car Parking	
Parking spaces per dwelling:	1.2
Parking within building curtilage:	17%
On-street:	5%
Parking courts/ dedicated off-street bays:	22%
Garages:	56%
Overall land budget	
Dwellings footprint:	24%
Private gardens:	43%
Communal outdoor space and courtyards:	7%
Roads, footpaths and parking:	26%

# Brooklands Avenue Cambridge

town rivals  
gown in the  
quality stakes

## Designers

Feilden Clegg Bradley  
Alison Brooks  
Maccreevor Lavington

## Developer

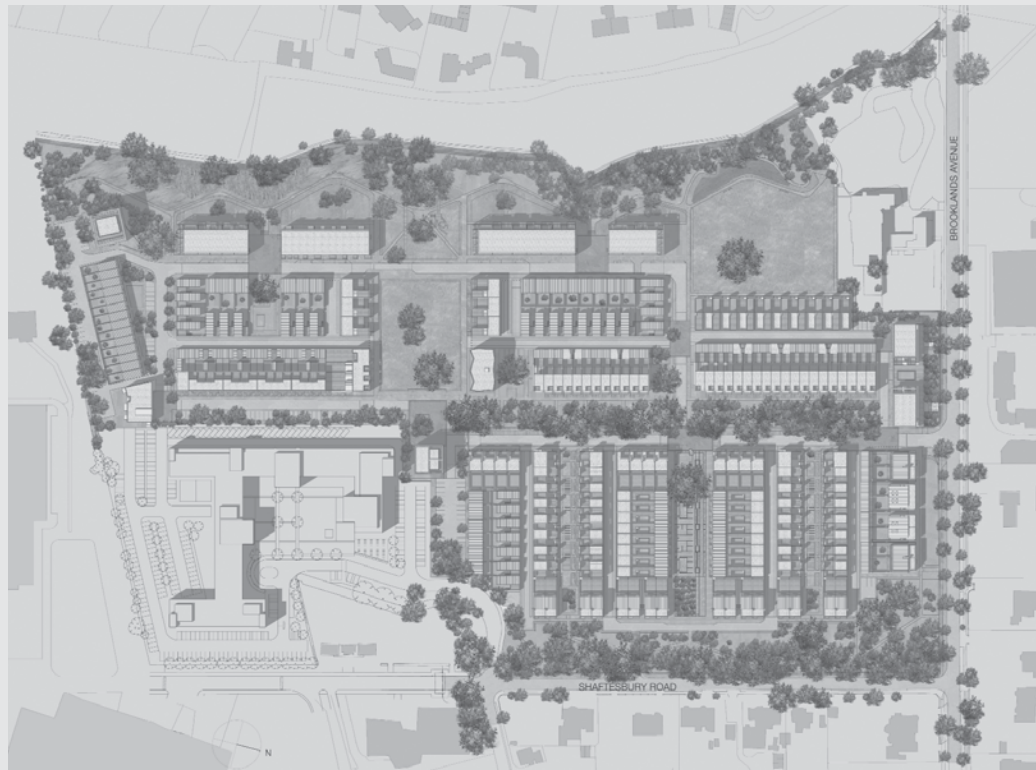
Countryside Residential

## Contractor

Kajima Construction  
Europe (UK)

## Planning Authority

Cambridge City Council

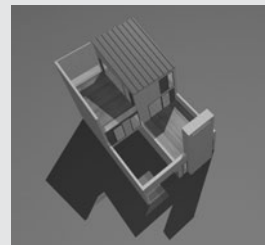
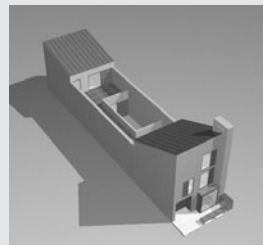


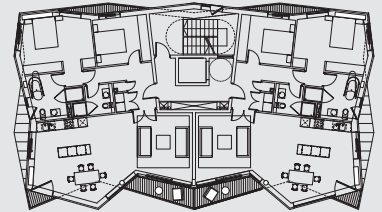
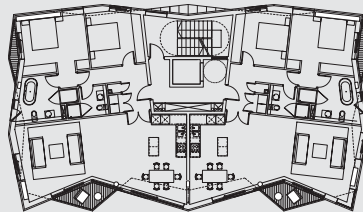


- 1
- 2 3 4
- 5
- 6
- 7

Feilden Clegg Bradley

- 1 Masterplan
- 2 Terraced houses and apartments
- 3 Narrow frontage courtyard house
- 4 Wide frontage courtyard house
- 5 Section through terraces and mews
- 6 Hobson's Brook apartments
- 7 Site plan







Brooklands Avenue is the last major undeveloped brownfield site close to the centre of Cambridge. It is in a key position, mediating between the lush suburban ribbon development on Trumpington Road, the open fields along Hobson's Brook, and the Victorian villas and terraces to the north and east. Fortunately, the developers have commissioned an impressive masterplan from the overall architects, and have had the courage to bring in two equally talented younger firms to work with them on its implementation.

The scheme, with 382 houses and flats at 47 dwellings per hectare, is highly urban, with boulevards, squares, and large areas of more informal public open space. On the periphery, fronting Hobson's Brook and Brooklands Avenue, are blocks of flats, with oak framed balconies or copper cladding. Between are rows of townhouses, with an ingenious range of plans and sections which maximise private open space. After trailing behind for many years, town now rivals grown in the Cambridge quality stakes.



- 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7
- Alison Brooks
- 1 Central Garden apartments
  - 2 Hobson's Brook apartments
  - 3,4 Semi-detached houses: elevations
  - 5,6 Central garden apartments: typical plans
  - 7 Site plan



## HIGHFIELD PARK, ST ALBANS, HERTFORDSHIRE

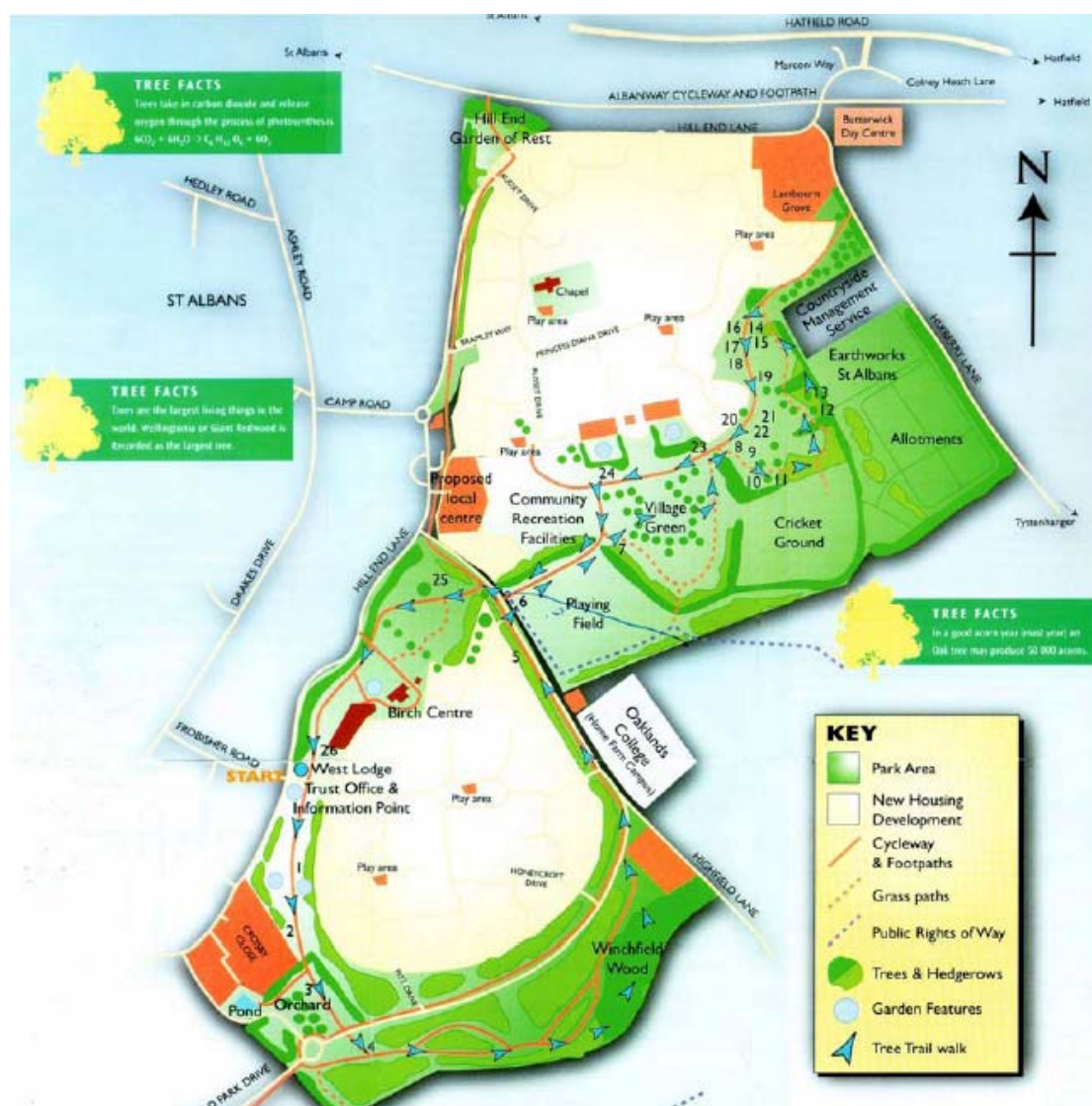


Image taken from [www.highfieldparktrust.co.uk](http://www.highfieldparktrust.co.uk)

### Location

Highfield Park is located on the south eastern edge of St Albans.

### Status and Description

The park comprises approximately 24ha (60ac) of public open space incorporating woodland, meadow grassland, playing fields, Mediterranean Garden, Petanque pistes, children's play areas and orchards with a network of footpaths and cycleways. The park was developed alongside a residential redevelopment of two adjoining former psychiatric hospitals. It was established in 1998 and is managed by a Charitable Trust.

## **Planning**

The site is located in the metropolitan green belt and Watling Chase Community Forest.

In July 1993 a planning brief was adopted for the redevelopment of the former Hill End and Cell Barnes Hospitals. It sets out amongst other matters the general development principles, including the landscape masterplan which identifies the open space, and phasing and implementation.

This was followed by a development brief in March 1994 which set out guidelines for the development including design principles, phasing, landscape proposals, access and infrastructure. It also outlines the arrangements for the management of the community greenspace (or Community Trust land) and the requirements for planning agreements. The brief identifies the extent of the park, the proposed landscape design and management principles and proposed rights of way. It requires, amongst other items, the conveyance of the park to St Albans District Council for use as a rural park, with a payment for landscaping and maintenance, which may be made available to a Community Trust.

The adopted St Albans District Local Plan Review (November 1994) contains a site specific policy for the former hospitals. It refers, amongst other matters, to the preparation of a planning brief for the site, the creation of public open space, and the need to create landscape buffers.

Outline planning permission for the redevelopment of the site was granted in January 1996 and was accompanied by a planning obligation. The permission contained the usual outline condition regarding the submission of details of reserved matters, including landscaping. The associated planning obligation defined the extent of the Rural Park, the arrangements for the transfer of ownership, phasing, and financial endowments for the establishment of a Community Trust and for the maintenance of the Park. The phased closure of the hospital took place between 1994 and 1998.

## **Land Ownership and Management**

The land was transferred from the Secretary of State for Health to St Albans District Council, who granted a 150 year long lease to Highfield Park Trust. The Trust is a Charitable Trust and a Company Limited by Guarantee. The memorandum and articles of association allow between 5 and 13 Trustees, including two nominations from St Albans District Council. The director of Highfield Park Trust is also the director of Shenley Park Trust. The Trust has a business plan which includes a landscape management plan. This is in the process of being revised.

## **Finance**

A financial endowment of £16,000 was secured from the developer for establishing a community trust and £1.73m for the future maintenance of the park (for 150 years). £1.5m of the latter sum was invested and dividend payments used to fund the management and maintenance of the park. We understand from the Trust that there is a shortfall in income (due to poor returns on investments) and that other sources of

income have had to be obtained, including rental from a mobile phone mast and two buildings in the park. Future income is expected from the use of playing pitches and a community building. Significant added value has been obtained on capital projects by way of grant aid: e.g.: Woodland Grant Scheme, HELP and sponsorship from developers.

### **Community Involvement**

Community involvement in the park is encouraged by the Trust, although interest fluctuates. The Trust consider that a park ranger would be able to increase community involvement.

### **Quality and Use of Greenspace**

The park is effectively a public open space with full public access. It is generally regarded as an attractive and successful community greenspace and is well used by local people, mainly living within walking distance. There have been incidents of vandalism and trespass by travellers, and incidents of fly-tipping in the vicinity of the park, although these are now fairly limited.

### **Key Issues**

- The park was created through a series of documents - local plan policies, planning brief, development brief, planning permission and planning obligation
- Financial endowment through the S106 Agreement has not been sufficient to provide ongoing revenue finance due to insufficient returns on the investment. This has necessitated identifying other potential sources of income to fund further development projects/ revenue support. Greater property endowment (such as at Shenley Park) or a larger financial endowment, including a contingency, may have helped offset poor investment returns.
- A more pro-active and positive partnership relationship between the District Council and the Trust, with more commitment from the District to making it a success, may help to make the park in the longer run. Such an approach may help to reduce costs (e.g. reduced costs and economies of scale for certain types of maintenance operations) and avoid difficulties such as the lack of by-laws to control activities such as motorcycling, and horse riding etc). (We understand that new bylaws are being introduced for other public parks in the District, but not for Highfield Park).
- There have been difficulties recruiting trustees and the Trust consider that the constitution is complex, which has not helped. Community involvement cannot be relied upon as a sustainable input to the management of community greenspaces.
- The arrangements for Highfield Park appear to have resulted in an, attractive, well used and well maintained community greenspace. The Park and the arrangements for its maintenance are generally recognised to be a good model and have been promoted for use elsewhere.



**Sources and Links**

St Albans District Local Plan (adopted November 1994)  
Hill End and Cell Barnes, Planning Brief (July 1993), St Albans DC  
Highfield Development Brief (March 1994), St Albans DC  
Planning permission 5/93/1922 (dated Jan 1996)  
Extracts from planning obligation (dated Jan 1996)  
Discussions with St Albans DC  
Interview with Highfield Park Trust  
Memorandum and Articles of Association of Highfield Park Trust  
Highfield Park Trust website: [www.highfieldparktrust.co.uk](http://www.highfieldparktrust.co.uk)

## **SHENLEY PARK, HERTSMERE:** **a rural park for a new village on the site of a former psychiatric hospital**



Shenley Park is a good example of a development trust taking on the development and management of a park and related buildings as part of a new settlement of 900 homes in Hertfordshire. It brings out the benefits in terms of innovation and flexibility, but also the costs and risks in terms of endowment and sources of income. The Director of the Shenley Park Trust has since gone on to develop another trust at nearby Highfield Park, which offers further lessons.

### **Background**

Shenley Park is a 45 acre country park which originally formed part of a large estate in Hertsmere just off the M25 North of London. The opportunity came up for development when the NHS decided to close a 1930s mental hospital on the site and sell off the land for housing and related development. Hertsmere District Council appointed URBED to prepare a planning brief for the site in 1986. The brief proposed creating a new 'garden village in the Hertfordshire tradition' and the development of the park was a major planning gain. The site of the park included wildlife meadows, an apple orchard, a walled garden, and a cricket ground allegedly laid out by WC Grace, as well as a variety of interesting buildings, and one of the wards.

### **Planning**

The adopted brief and masterplan *Securing a Good Future for Shenley* set out 30 policies under four themes, one of which was strengthening the greenbelt. Others included meeting community needs, planning for growth, and creating new employment. The brief required the NHS to hand over the freehold of a defined area containing the best landscape and some attractive buildings together with an endowment to cover the

expected ongoing maintenance costs of a park under a Section 106 agreement. After extensive local consultation over a draft brief, outline planning permission for the new village was given in 1989 following a Public Inquiry, and the phased closure of the hospital began in 1991. A concept plan had been drawn up for the development of the park as a linked series of attractions, along with a 30 foot wide landscape buffer round the development to stop it spreading into adjoining fields. A further study took place into the public realm. The development of the park was costed and used as a basis for negotiating with the landowner and eventual developers of the site. Negotiations took place with the Hertfordshire Groundwork Trust to ensure there was an appropriate body able to take on the responsibilities for developing and managing the public open space. The process was greatly helped by the close working relationships between the local authority and the health authority in developing an agreed brief.

### **Financing**

The Section 106 agreement required the park to be transferred to Hertsmeire Borough Council on the completion of 200 housing units along with an endowment from the developer. In 1992 Hertsmeire Borough Council granted a 150 year long lease to the Shenley Park Trust, which is structured as a charitable trust and company limited by guarantee. It is *'dedicated to managing a 45 acre park within the former grounds of Shenley Hospital for community benefit'*. A financial endowment of £1.5 million was secured for the future maintenance of the park, and £500,000 for laying it out. Though this reduced the sum that went to the Health Authority, which has been estimated at around £22 million, a contribution of ten percent that ensured that the scheme went ahead was regarded by the District Valuer as perfectly acceptable. Further income was to come from the renovation and letting of buildings, ten in total including the old stable block, which was converted into flats, and the one surviving block from the mental hospital, which was converted into offices. Three quarters of the revenue income to maintain the park and manage the trust now comes from property rentals rather than investments from the endowment. The total income in 2004 was £373,000. Community facilities, such as the Pavilion tea room, and renting out the walled garden, chapel and cricket ground for events, provide additional sources of income. The developer was also required to pass over a site for a primary school plus funds which had to be taken up within ten years. In fact it was decided to extend the existing village school, and so the site may be handed over to the trust in the future if it is not required for educational purposes.

### **Evaluating risks**

The trust is always under pressure to extend its social programme, but balances this with ensuring the landscape is well-maintained. By setting up a trust with an endowment, the new community at Porters Park has been able to evolve, responding to changing needs and opportunities. An example is the expansion of the cricket pavilion into a major cricket centre. A separate charitable trust developed the ground but over-extended itself, the Shenley Park Trust has been able to retrieve the situation and find an appropriate new operator. Similarly it had little alternative but to demolish the run down former Hospital social club and then redevelop it into an attractive cafe overlooking a new children's playground, and found the right person to run it as a business. The trust has entered into a number of partnerships, and this is best demonstrated by its sister trust at



Highfield Park, where funding through the Section 106 process was enhanced by funding from Sports England in a joint venture with the YMCA. A splendid new sports and fitness centre with floodlit MUGA is the result. A similar joint venture the Trestle Theatre Company resulted in the conversion of the former derelict Hospital Chapel into a superb arts base, a residence for the Theatre Company and now a cafe. These demonstrate the contribution a trust can make both in taking initiatives and packaging funds.

### **Managing**

The trust is run by 13 trustees three of whom are nominated by the Borough Council, two from the Parish Councils and eight others from the local community who have been recruited because of their particular interests. At present appointments are for life, but this is going to be changed to ensure rotation. The trust employs a part-time director, who also manages a park in another former hospital Highfield. In addition there are six full-time staff. There is a five-year business plan which has included developing the chapel, provision of craft workshops, completion of landscaping round the mansion, and promotional improvements. There is a series of leaflets on walks and local history, which have been produced in conjunction with the Parish Council. The Shenley Village Society organises walks once a month. Hence the trust has mobilised additional resources. In practice it has proved harder to get volunteers involved than expected, and volunteers are largely involved in activities like tree planting. Involving people on Community Service Orders and the like has not proved successful.

### **Sustainability**

As there are strong pressures on developers to maximise their early returns, while local authorities tend to be short of people who can act as entrepreneurs, it tends to be left to trusts to promote innovations and adapt to change. Thus Shenley Park Trust has taken over the network of footpaths, as well as small open spaces, which might easily be neglected. It has adopted landscape practices designed to minimise waste. Today there would probably be more concern with both reducing energy consumption and avoiding unnecessary car travel. There is a bus every hour, but most people tend to drive. A survey carried out for the Shenley Parish Plan is providing information on what kinds of improvements are most wanted, and, for example, half the respondents wanted a 'walking bus' scheme, and speeding vehicles on the main roads is a major concern. Significantly when asked for where funding should come for implementation, only 14% ticked council tax increases.

### **Involving the community**

People make places, and an increasing role of the Shenley Park Trust is to act as an animateur, promoting events of different kinds. From the restored orchard, apples are harvested and as well as being sold on Apple Day and are also turned into juice, and sold to the public. Local school children are also involved in collecting, sowing and planting out native tree and shrub seeds. The Paper Planet Initiative works with a local paper recycling company and the Community Forest whereby the company provides trees and then the office workers of the various companies are invited to plant them – thereby seeing the benefit of their recycling efforts. In time the local park users have come to

know the park staff, and this helps in making them appreciate the environment. Volunteers come and go. However a number of people do give their time in various ways, including the trustees, mostly now drawn from the local community.

The walled garden within the Park has been restored as a stunning events area and used for plays and concerts as well as being hired out for wedding receptions and this adds to the appeal of Shenley as a place to live. A particularly popular event is Apple Day, which was one of the original events launched in 1991, with a wide range of apples to try, and lots of exhibitors and refreshments on sale.

### **Monitoring progress**

The trustees meet quarterly. Once a year there is an open AGM where the Director reports progress. Shenley Park received a commendation from the Institute of Leisure Management in 2002 for innovative management. It has been written up in case studies produced by Oxford Brookes University on parks. The monitoring highlights difficulties that have included occasional vandalism in areas with a high level of public accessibility and little oversight. One major problem has been that as children get older they find that there is relatively little for them to do. The trust staff tend to know who the troublemakers are, and can respond quickly to problems if they arise. The Shenley Parish Plan survey had a very high response rate, and provides excellent feedback on priorities. Significantly while 59% thought that a united community was important to their household, views were equally divided over whether it was or was not united, and 26% answered 'don't know'. The call was largely for more social events and better communications.

### **Lessons**

1. A trust is a good way of managing the public realm, particularly where the landscape has a special character, or is to be used by lots of people. Benefits include:
  - a. providing entrepreneurial drive and packaging funds for new attractions
  - b. responding to changing community needs
  - c. earning the trust of the public, private and community sectors
  - d. making things happen in innovative ways
  - e. maintaining standards with less risk of cutbacks\or disputes over service charges
  - f. building a community, not just a series of housing estates.
2. There needs to be an adequate endowment to cover long-term management and maintenance:
  - a. the best source is property that can be managed well to both generate an income and provide community facilities
  - b. funds that can be invested also enable the trust to set up partnerships or attract grants from other sources
  - c. the scheme needs to have enough critical mass to employ the right calibre of staff and avoid problems of succession

3. The funding for landscape development needs to come up front, as not only does landscape take time to mature, but it also needs to be very carefully looked after in the early years to avoid, for example, trees dying for lack of water.
  - a. A major development of over 900 homes, in effect a new village, needs its own public spaces, and the experience in Hertfordshire suggests that a ratio of an acre of park to two of development is achievable.
  - b. Funds of at least £25,000 a hectare will be needed to lay out a park
  - c. at least three times that is required for an endowment to cover ongoing maintenance, and for example to respond rapidly to any vandalism
  - d. where that has not been provided as in Leavesden, the poor state of the public realm has pulled the development down
  
4. The Shenley Park planning brief has been largely followed and the new village has generally proved extremely popular.
  - a. The provision of the park was seen by a local estate agent as giving the development a real boost, and adding 10% to the value of homes that overlooked open space. It has enabled the development to differentiate itself from other new housing schemes, and to secure much of the value of traditional areas.
  - b. The main omission has been the planned employment, and developers have been able to argue for changing uses to housing, which is much more profitable and easier to fund.
  - c. The trust has run into difficulties in securing enough parking, for example with regard to a property they own and around the church, where residents have objected, and so in Highfield Park they made sure there was a large visitor car park up front.
  
5. Ventures can go wrong, and the property market goes through phases of ups and downs. Hence it is important to create a good image early on, and this requires upfront investment before any housing can be sold.
  - a. The original idea of using a design and developer competition to choose some pilot projects to help set a standard failed when the initial winners all went bust.
  - b. The Health Authority saw the value of passing over funds in tranches, which enabled planting to take place in advance of people moving into the site.
  
6. The key factor for success is employing a dedicated director and good staff, but the trustees can help by setting the right values, helping with contacts, and stepping in if anything goes wrong.
  - a. A good trust should help in developing a sense of community, though it has not overcome the divisions between the old and the new communities, and the separation between those who live up the hill and those at the bottom.
  - b. A masterplan needs to be backed up by tough negotiations on the part of the local authority, and well-developed policies to avoid developers

simply focussing on what is most profitable at the time, so that mixed uses get left out.

7. Where local authorities have simply opposed the planning application, and been over-ruled, not only are they then in a very weak negotiating position, but the funds that might have gone into an enhanced landscape will be wasted on legal and planning fees, as has happened in the case of St Albans and Napsbury

### **Relevance to Northstowe**

Shenley Park and the village of Porters Park are a relatively recent example of developing a new community which has proved extremely popular, and offers some guidelines for good practice. It did start with the great advantage of a group of old buildings within a fine landscape. It would not have been possible without an entrepreneurial Director of Planning, and the support of a leading Councillor who was well connected at every level. For example they were able to convince the local Parish Council that they had more to gain by supporting the brief than by objecting. The unusual step of appointing consultants who helped build up a sense of partnership while working up the Planning Brief, and a set of well-articulated policies enabled agreement to be reached on development in a sensitive Greenbelt site without raising any outcry, and indeed Porters Park and Shenley Park are largely unknown.



