



Devising and delivering masterplanning at
neighbourhood level

**Some lessons from the New Deal for Communities
Programme**



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September 2008
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The findings and recommendations in this report are those of the authors and do not necessarily represent the views of the Department for Communities and Local Government.

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September 2007

1. Introduction

This report is one of a series of practice-oriented outputs from the National Evaluation of the New Deal for Communities (NDC) programme. The first phase of the NDC programme was launched in 17 neighbourhoods in 1998, followed by a second phase in a further 22 areas in 1999. Thirty-nine NDC Partnerships across England are therefore involved in the ten year programme of regeneration. The programme is premised on a community-based approach to developing interventions and securing improvements in services and community outcomes in the key areas of crime and safety, education, employment, health and housing and the physical environment. The NDC programme forms the centrepiece of the government's National Strategy for Neighbourhood Renewal.

The selection of topics to be covered in these reports was guided by the views of those working for NDC partnerships, reflecting on what had been learned over the first five or six years of the programme, and identifying where important gaps in knowledge and understanding remained.

At the onset of the NDC programme, each Partnership had to produce a Delivery Plan, spelling out its objectives, targets and milestones, and outlining a programme of action to achieve them. These Plans were subsequently revised in the light of changing policies and priorities, but they provided a preliminary road map for Partnerships seeking to move ahead with their programme. Since then a very wide range of ideas, initiatives and strategies has been developed in the 39 NDC areas, accounting for over 5,000 separate projects across the programme as a whole.

While many of these projects have been time limited, tightly focused and given relatively modest objectives, others have involved more fundamental and strategic programmes to transform neighbourhood infrastructure, housing, local retail outlets, transport connections, open spaces and so on. In these cases, several NDCs have become involved, in various ways, in masterplanning programmes – where the key concern has often been to ensure the proper sequencing of interventions during the process of transformation, while retaining and building community support at each stage in the process. This is a challenging task for all partners, but especially for those involved at the interface of strategic priorities and community concerns. In some neighbourhoods, masterplanning started early in the lifetime of the NDC, while in others it was more case of connecting up previously separate areas of work to form a more coherent and integrated plan.

This report identifies some of the main issues and learning points for NDCs from their involvement in masterplanning, focusing in particular on four case study areas – in Bristol, Lewisham, Plymouth and Salford. The report is not a fully fledged evaluation of the impact of masterplanning, or another 'good practice guide', to sit alongside others that already exist (notably the

excellent guide produced by CABE *Creating Successful Masterplans: A Guide for Clients*): its aims are far more modest, and it covers only a small part of the spectrum of activity across the programme.

The report seeks to identify some of the policy and practical dilemmas that have arisen for NDCs involved in masterplanning, how they have been tackled and whether they have been overcome. In particular, it suggests some key lessons for community-oriented, area-based initiatives such as NDC for ensuring that community issues and concerns remain at the fore, while programmes for transformational change in the neighbourhood are developed, modified and ultimately delivered.

The purpose of this guide is to draw on the experience of NDC partnerships in order to learn how to develop effective masterplanning processes at a neighbourhood level. It is based on interviews with key stakeholders in four case study partnerships, an analysis of masterplanning documentation and the outcome of a workshop learning event held in February 2007 which involved both case study and other NDCs. *(Quotes from the workshop are included in this document in italics)*

The guide aims to give practical examples and pointers as to what has worked – and what has not. It is intended to be of use to various audiences:

- neighbourhood renewal managers
- officers and board members involved in area-based regeneration
- community representatives
- partners in mainstream agencies
- Government policy makers with responsibility for future renewal programmes.

First, by way of summary, a list of basic 'dos and don'ts' for those involved in masterplanning, in whatever capacity, is given overleaf.

Masterplanning: Useful tips for practitioners

Dos

- develop a shared understanding between the NDC partnership and other stakeholders on the definition, purpose and scope of the masterplan and its relationship to existing planning documents
- include all interested parties at the beginning of the process. This should lead to creating a steering group to oversee the masterplanning process in its entirety. Be clear about resources, roles and responsibilities
- have a clear vision for the area, agreed and owned by as wide a cross-section of the community as possible. Do not neglect harder to reach groups
- get political support, particularly at a local/ward level, if possible – this will be vital if plans become controversial or are contested
- include the relevant expertise in the masterplanning team and engage professional planners and community sensitive consultants. Use creative approaches to joint working e.g. secondments
- take the wider regeneration context into account and embed the plan in local planning/development framework
- have a clear process for consultation and communicate this widely
- inform the community of progress, challenges and problems. Transparent communication helps to allay suspicions if there are delays or revisions
- ensure synergy between individual projects or parts of the Masterplan
- integrate social and economic concerns with physical and spatial attributes of the plan
- select consultants and developers with care. Involve stakeholders and residents in the selection process
- be clear about the difference between communication and consultation. Have a strategy for each component of dissemination and allocate resources to it
- use a range of consultation methods and make sure that community diversity is taken into account. Use a sequential, community development approach. Put structures in place to monitor the effectiveness of the consultation
- devise structures to facilitate joint working and keep them in place throughout the process right through to monitoring implementation

Don'ts

- be too ambitious. Make masterplans achievable and have a realistic timetable
- work in isolation
- exclude anyone, especially those who are initially opposed to the plan, or harder to reach members of the community
- expect to please everyone all of the time: conflict is sometimes inevitable!
- underestimate the impact of market forces: commercial realities need to be factored into the planning process, otherwise delivery will be jeopardised
- confuse master planning with project development.

2. The role and purpose of masterplanning

2.1 What is a masterplan?

The masterplan '**product**' includes both the **process** by which it is developed and the **proposals** that are needed to plan for major change in a defined physical area.

The process includes:

- upfront strategic thinking in order to set out an approach to development over subsequent years
- clear understanding of the planning context – both in terms of local plans and government policy and planning guidance
- the clients' circumstances – masterplanning is a fluid process that goes through several stages, and the main client may change a number of times during this period.

Masterplanning has attracted renewed interest in recent years, moving beyond the scope of a conventional land use plan to a strategy that provides a vision for the future of the area, and that can also be used as a strategic decision-making tool, based on economic, market and social appraisals.

A 'spatial masterplan' sets out proposals for buildings, spaces, transport and land use in three dimensions and matches these proposals to a delivery strategy (Urban Task Force, 1999). For a master plan to be complete it must be supported by financial, economic and social policy documentation and identify clear delivery mechanisms. If a masterplan is seen as little more than a map of the area, indicating different current and proposed usages, it will have less meaning for the communities affected. Without a clearly delineated time frame, it is unlikely to be effectively implemented. A masterplan is therefore a device for *building widespread support* for a sequence of actions that may unfold over several years.

Components of a successful masterplan

A successful masterplan should be:

- visionary – it should raise aspirations and provide a vehicle for consensus building and implementation
- deliverable – taking into account likely implementation and delivery routes
- fully integrated into land use planning system, while allowing new uses and market opportunities to exploit the development potential of a site
- flexible – providing the base for negotiation and dispute resolution
- the result of a participatory process, providing all the stakeholders with the means of expressing their needs and priorities
- equally applicable to rethinking the role, function and form of existing neighbourhoods as to creating new neighbourhoods.

Urban Taskforce, Towards an Urban Renaissance, ODPM, 1999

A masterplan needs to address the multifaceted factors that can make an area more attractive, popular and successful:

- the quality of the buildings and spaces and their management
- the way these come together to create unique places
- appropriate and attractive built form that reflects local history, culture and landscape
- the provision of effective and accessible services
- the engagement of local people and users in setting the agenda and then being involved in the process of change
- the economic and financial realities of what can be delivered
- the role of different agencies to maximise synergies in delivering investment and change.

(adapted from CABE: Creating Successful Masterplans)

Clearly, the relative importance of these factors will vary, as will the sequence in which they should be tackled.

2.2 Why undertake masterplanning?

The development of masterplans is essential if the pitfalls of the large-scale building programmes of the 1960s and 70s are not to be repeated. Run-down and neglected neighbourhoods reinforce negative attitudes, undermine local confidence, and generate unpopularity and low demand. The development of mixed communities can be underpinned by the masterplanning process.

renewal.net

Masterplans are only required in regeneration programmes where the scale of change is significant. Masterplanning should not be confused with project development, which covers a much wider range of activities. It is necessary when there is a need for a clear sequence of interventions phased over a relatively long period.

Masterplanning is therefore the means of drawing together a clear strategy for the **physical, economic and social transformation** of a neighbourhood in order to address regeneration in a comprehensive and systematic way. It is a **coherent process** of planning for change in the physical, economic and social fabric of an area, to be achieved through the joint input and efforts of professionals and the local community. It involves continual dialogue between those setting the parameters of the plans and the representatives of the communities affected by them. Masterplanning also needs to shuttle continually from the long-term and strategic issues to more immediate and localised concerns. The plan itself undergoes a process of constant readjustment and refinement.

People – residents, visitors and the ultimate users of the spaces and buildings created – are at the heart of any masterplan. A successful master plan will therefore set out how to create and sustain excellent places for living, work and leisure, and not just focus on design, land use and physical infrastructure.

Masterplanning sets the **strategic context** for further stages of delivery and implementation.

The benefits of masterplanning can include:

- helping shape the three-dimensional physical form in a way that responds to local economic and social dynamics
- helping identify the potential of an area or site for development
- unlocking previously under-developed land
- engaging the local community in thinking about their role in a development of regeneration process
- helping build consensus about the future of an area and identify priorities for action
- increasing land values and making more schemes viable
- attracting private sector investment and identifying public and private sector aspirations and roles
- giving clarity to the roles and responsibility of organisations involved in development or regeneration
- helping to promote an area and market it in the process of regeneration
- helping to stitch new development seamlessly into an existing community and its heritage

- showing political leadership and garnering support for transformational change
- developing proposals that will deliver high quality, sustainable buildings and public spaces
- helping coordinate the activities of different local services, such as education, health and leisure
- celebrating the natural assets of a place, for example the landscape, topography and ecology.

(based on *Creating Successful Masterplans* CABE)

2.3 The role of NDC partnerships in masterplanning

A masterplanning process is the only way to plan comprehensively for the scale and nature of change proposed in 'Sustainable Communities – building for the future' (ODPM 2003)

Successful outcomes are achieved in masterplanning if the physical proposals are complemented by positive change in the social and economic well being of places and of the people who live or work there. An NDC partnership is responsible for delivering an area-based strategy that includes **all** aspects of renewal, and is not tied to a narrow remit or closely specified agenda, and is therefore well placed to contribute to the success of a masterplan.

A masterplan can act as a tool to support the integration of the NDC area into the wider development context such as city centre developments, housing market renewal, major new public investments or the availability of large greenfield or brownfield sites nearby.

Masterplanning is a valuable tool in working to achieve regeneration at a neighbourhood level and has much in common with the philosophy underpinning the NDC programme:

- the intention to create sustainable regeneration
- the need for a comprehensive approach, linking together the physical, social and economic attributes of the neighbourhood
- involving a range of professionals and agencies in a partnership approach at the neighbourhood level
- placing the local community at the heart of the plan and striving for continuous rather than intermittent engagement
- generating the participation and commitment of a variety of stakeholders
- dealing with complex and sometimes conflicting issues that may divide communities or stakeholders
- promoting a proactive approach to change rather than 'firefighting'

- achieving a balance between long-term transformation and meeting immediate needs on the ground
- leveraging in a variety of public and private sector funding streams and giving attention to phased interventions
- providing local leadership
- coordinating the role of different agencies
- building capacity – in agencies and in the community.

Two defining characteristics of the masterplan process that resonate with the NDC philosophy are that:

- explicit attention is given to developing a *holistic and integrated approach* to neighbourhood transformation
- the plan is undertaken according to an *agreed sequence* of interventions and activities.

NDCs have a role to play in each distinct stage of masterplanning – preparation, design and implementation – and ongoing responsibilities, to other stakeholders and to the community, that cut across each of these stages.

Throughout each stage of masterplanning, an NDC partnership must ensure that four cross-cutting themes are at the centre of the process:

- **Consultation and communication**
- **Partnership formation and maintenance**
- **Champion social and economic aspects**
- **Guardian of the vision**

The Table below highlights the three stages of masterplanning.

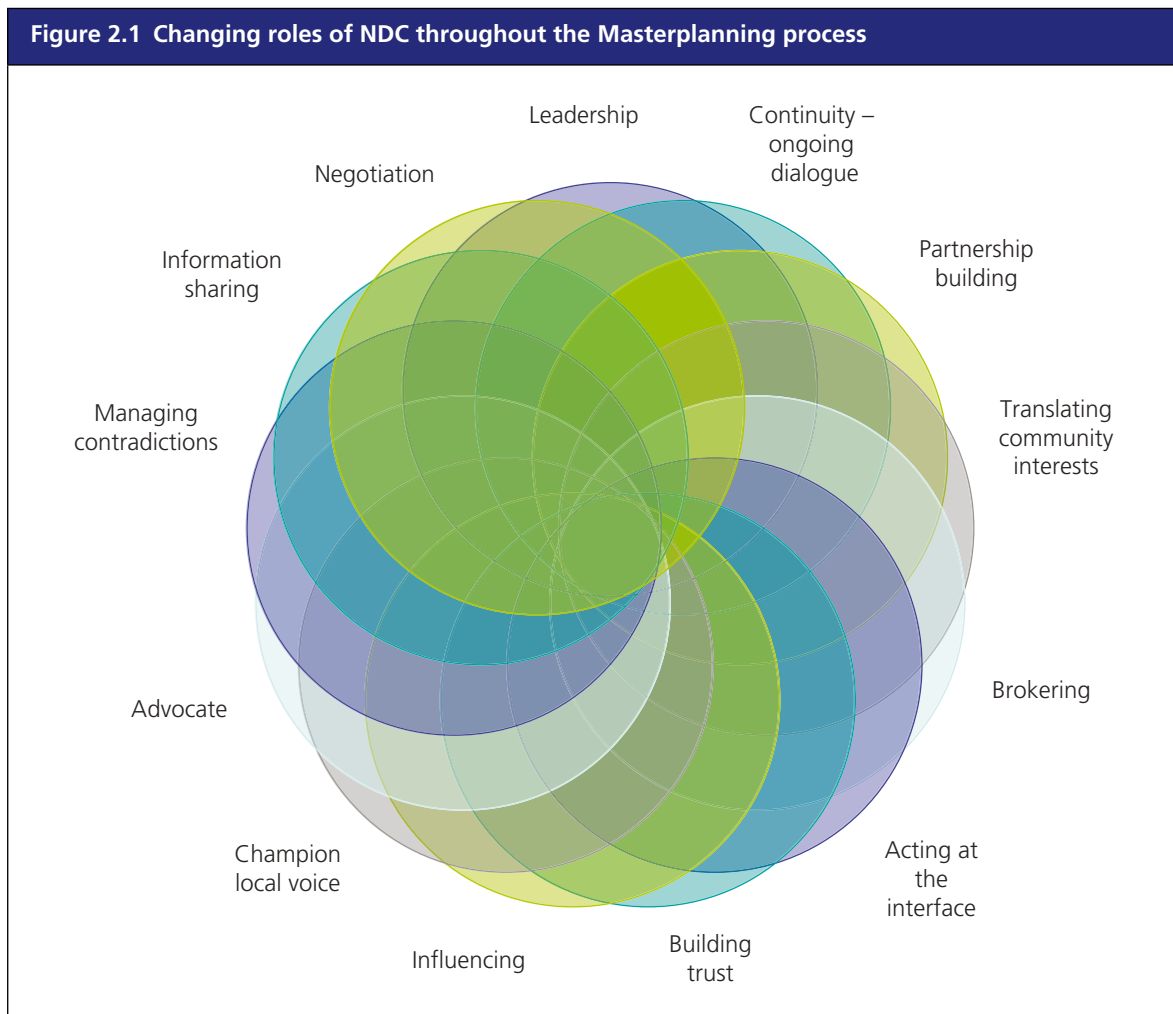
	Preparation	Design	Implementation
CABE principles	<p>Making everything ready for design to take place</p> <ul style="list-style-type: none"> • Strategic vision and aims identified • Selection of who will be involved • Drawing up the brief • Preparing consultation and communication strategy 	<p>Providing the framework within which the implementation will take place</p> <ul style="list-style-type: none"> • Testing strategic framework • Evolving physical proposals • Defining outline implementation possibilities 	<p>Bringing about the desired changes to the physical, social and economic character of the area.</p> <ul style="list-style-type: none"> • Implementation strategy • Delivering design quality • Finding development partners • Monitor • Review
Cross Cutting Drivers	<p>Consultation and communication</p> <p>Partnership formation and maintenance</p> <p>Champion social and economic aspects</p> <p>Guardian of the vision</p>		
NDC Role	<ul style="list-style-type: none"> • Coordination and alignment between the NDC and the wider regeneration and planning context • Leadership, providing strategic vision and clarity about the masterplanning process • Championing community views and engagement • Convening partners and stakeholders 	<ul style="list-style-type: none"> • Mediate between the strategic and the immediate • Mobilise relevant expertise • Broker the relationship between the community and the design consultants • Provide continuity and facilitate ongoing dialogue • Champion the social and economic aspects of masterplanning 	<ul style="list-style-type: none"> • Guardian of the vision • Coordinating agency activity • Overview of implementation • Managing expectations • Demonstrating community benefit

The role of the NDC varies from one stage of this process to another. It is essential to note that the stages are rarely carried out in strict sequence. There is significant overlap between the thinking developed in each phase of the process and ideas need to be tested against the options and ideas in the other stages. It is only too easy to devise an imaginative plan which simply cannot be implemented, or to spend so long over community consultation that other stakeholders lose interest or move on to other priorities.

The process therefore involves:

- devising an implementation strategy
- delivering design quality
- finding development partners
- monitoring progress
- reviewing the programme and revising it if necessary
- ensuring there is ongoing consultation with residents and partners.

An NDC partnership will bring added value to masterplanning through the following essential roles:



In addition to these roles, NDCs can take on board other responsibilities as new demands arise, to ensure they remain guardians of the vision and deliver community owned regeneration for the local area. Flexibility of operation, alongside clarity of purpose, is a key combination.

The 39 NDC partnerships all initially drew up their Delivery Plans after engaging with local residents and identifying local needs and priorities. In the first phase of the NDC programme, housing and physical infrastructure was not identified as one of the priority themes. Possibly as a result of this, many of the original Delivery Plans did not tend to focus on spatial planning issues. Many of the most pressing community concerns did not appear to have an obvious spatial component. This oversight only became clearer when NDCs linked together different issues into a more holistic overview of the neighbourhood and considered how some of the problems connected with the social and economic profile of the wider area in which they were based. As the NDC programme has developed, more partnerships have become engaged in aspects of masterplanning, as they confronted new challenges and opportunities at the neighbourhood level. This activity has often involved:

- incorporating spatial plans into existing economic and social plans for neighbourhood regeneration
- engaging in planning beyond the boundaries of the NDC area to ensure wider benefits and linkages
- re-aligning partners and developing new stakeholder relationships
- phasing interventions and introducing longer term time scales for implementation.

NDC partnerships have been working to different geographical boundaries for different masterplans. They might cover an area wider than the NDC itself, be coterminous with the NDC or form only part of the NDC area.

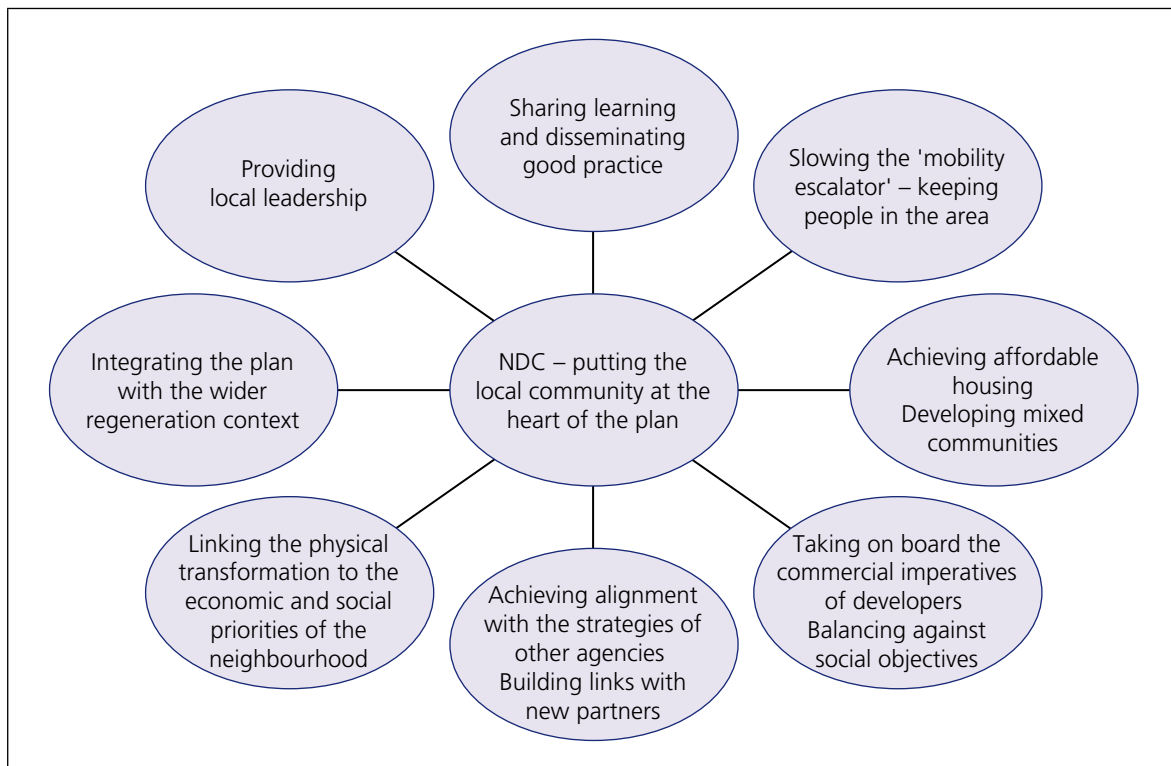
The masterplan itself could involve some or all of the following:

- different patterns of land use
- new or refurbished community facilities
- improvements to open public spaces
- new or improved transport routes
- refurbishment, demolition or redevelopment of the housing stock
- changes in the balance of housing tenure.

2.4 Added value of NDCs to masterplanning

As NDC partnerships have matured, their experience in putting these aspirations into practice has enhanced both the masterplanning process and

the delivery of the strategic objectives. The different dimensions of this role are shown in the diagram below.



Masterplanning can therefore be undertaken in quite different situations and for a wide range of reasons. The question of the most appropriate role for an NDC depends on the local context, the history of previous plans and interventions for the area, the community responses and the contribution and involvement of other agencies, including consultants. The range of roles and activities covered in the masterplans in the case study NDC areas is summarised below.

Some NDCs have played a crucial role in the early stages, providing an initial strategic vision for the masterplanning process. This may be especially important in taking the first steps at the planning and preparation stage:

- selecting who will be involved
- drawing up the brief
- preparing the consultation and communication strategy.

This co-ordinating role for the NDC may then carry through to the next stage of designing the masterplan, at least in setting the broad parameters of the process, rather than specifying the technical detail for the area in question, which is liable to be the preserve of the consultants, at least in the first instance. NDCs may thus be involved in:

- putting the strategic framework to the test
- evolving proposals for the physical environment
- defining outline options for implementation.

The third phase may involve the NDC at the centre of the ongoing process of implementation, monitoring and reviewing impact, and reformulating the plan, on issues of detail if not its overall strategic thrust. This may involve:

- integrating the plan with allied regeneration initiatives and investment priorities
- developing links with new partners who have been drawn into the process
- allaying community concerns about being excluded or sidelined.

The various roles adopted by the NDC partnerships in the case study areas are summarised below, to indicate the breadth of activity that they may undertake to initiate and then sustain a genuinely community-sensitive masterplanning process.

Lewisham NDC – brokering

The NDC adopted a brokering role in drawing stakeholders together. Ideas to uplift the area were integral to the NDC but had been a challenging process ending in failure. A cautious approach to masterplanning was undertaken again with a much clearer understanding of the need to communicate the complicated and time consuming processes to the local community. The main driver was the NDC Chief Executive who had a clear vision of what was needed and in conjunction with various agencies took the development forward. Particularly useful was working in conjunction with the local authority that brought much needed regeneration expertise, but more importantly to ensure proposals were realistic and achievable.

The main aim of the New Cross Gate masterplan was described as follows:

The New Cross Gate project seeks to achieve sustainable living, where local people can access good facilities without a car and can easily access other destinations via good transport links and safe walking and cycling routes. The vision is to create a vibrant and commercially viable neighbourhood catering for the local community with safer streets and spaces within it.

The masterplan addressed a number of issues in the NDC area. One of the main concerns was how to link the north of the neighbourhood with the rest of the area.

The master plan covered a number of large schemes:

- the removal of the one-way gyratory system around the Kender triangle area
- community development in the Kender area
- improvements to Sainsburys' forecourt and New Cross Gate station
- revitalising the commercial core of New Cross Road and Queen's Road
- the extension of the East London Line
- redevelopment of Rollins Street
- refurbishing the Somerville Estate.

The overall plan was adopted in September 2005 and consultants are now working up smaller masterplans for several large projects in the area such as the Sainsburys' development and New Cross Gate Station.

Lewisham NDC – leadership and negotiation

Strong and clear leadership from the NDC Chief Executive proved to be vital in demonstrating how the ideas and intentions of the Masterplanning process fit with NDC objectives. Drawing on his past experience, the CEO ensured that a realistic and achievable plan was developed to present to the community. He understood the framework and processes and the need for quick decision making.

Clarity of understanding surrounding the Masterplanning process has also instilled confidence in other external stakeholders who might not otherwise have become involved in the process. Joint involvement in the process has helped to smooth the passage of access to people in “top places”, “it was about sowing the seeds with owners and stakeholders” and now they are gradually willing to be involved.

NDC designed the brief for the masterplan along with urban design and development control officers from the London Borough of Lewisham. This group, together with a representative from the Greater London Authority and two community representatives, were then involved in the commissioning of the consultants to take the process forward.

Lewisham – partnership building, continuity, information sharing, influencing acting at the interface

Active engagement between the local authority and the NDC resulted in joint working over plans for the New Cross Gate area. Involvement in the masterplanning process enabled all partners to gain knowledge about the aims of different agencies and prompted a more integrated approach to intervention. The Council adopted certain projects contained in the Masterplan into their Area Action Plans. Transparency throughout the process helped to develop a sense of trust between the local authority and the NDC. A realistic approach has been established, enabling all partners to have a better appreciation of their own capacity to achieve their objectives

Major parts of the masterplan necessitate involvement from national stakeholders such as British Land, Railtrack and Sainsburys. It has been a challenge for local agencies to engage these interests effectively in the process, but efforts were made to keep them involved as the masterplan took shape.

Bristol NDC – brokering, translating community interests

Bristol NDC, Community at Heart (C@H), comprises three neighbourhoods – Barton Hill, the Dings and parts of Redfield and Lawrence Hill. When C@H was set up, housing was not a main concern of the residents. The aim of undertaking a masterplanning process was to help to create a more mixed, stable and safe community. The main objectives were to:

- address fear of crime and safety issues
- encourage existing families to stay in the area
- attract new residents and stimulate demand for properties.

The masterplanning process was also intended to build tenants' capacity for self management. It was planned to change the mix of tenures – by decreasing the proportion of social housing and introducing more shared ownership – and to use new streetscapes to enhance security. The initial idea was to buy up and improve vacant properties in the area and to replace 159 run-down flats due for demolition with housing that was more suitable for families.

The masterplan was finally adopted by the NDC Board in June 2004 after a series of consultations, negotiations and revisions. It has been implemented as a series of projects through a number of individual workstreams.

Bristol NDC – leadership, negotiation, partnership building

Most respondents were clear that the lead on the masterplanning should lie with the NDC as the resident led regeneration body for the area. "The proposals came from C@H and the City Council worked in partnership with them. Without C@H this level of investment wouldn't have happened." (BCC)

A memorandum of understanding was drawn up between C@H and delivery partners covering investment of time and project management and delivery. A Project Control Board (PCB) was established as the MP project expanded.

Sovereign Housing Association appointed a regeneration coordinator in response to the development of the masterplan, to coordinate their approach and deliver broader outcomes. It was acknowledged that there would be significant and additional requirements working in an NDC area and the resources were allocated to support partnership working, link to wider projects and promote the sustainable communities agenda. One practical result was the establishment of a construction links scheme.

NDC partnerships do not usually have the capacity and technical expertise to lead on all aspects of the masterplan, especially where these involve ambitious or complex proposals. They need to draw on professional advice and existing guidance and recruit specialist consultants for different stages of the process.

Plymouth – leadership, partnership building, negotiation, acting at the interface

The NDC has acted as a catalyst for the masterplanning process in Devonport, driving forward proposals for redevelopment. The Devonport Regeneration Company Partnership (DRCP) lobbied hard to secure the release of local Ministry of Defence (MoD) land, pointing out its potential value for the regeneration of the area. The lobbying ensured the return of two MoD enclaves (South Yard and Mount Wise), totalling c40 acres, together with an additional piece of land brought back into public use which had previously been transferred from the MoD to Plymouth City Council (the Brickfields site @ c20 acres) . The NDC were keen to develop these areas and ensure that the process of redevelopment was aligned with the objectives of the NDC programme.

The development framework aimed to integrate social, economic & physical/ environmental planning considerations to serve as the basis for regenerating Devonport to achieve maximum benefits for the community. More importantly, it was backed by a Delivery Plan that would establish the route map and provide the economic basis for this to happen.

The Devonport Development Framework emerged after a complex process of negotiation, bringing together and building on previous preparatory work, such as:

- a Community Action Planning document from 1997
- an Urban Framework Plan (2000), which focused on housing development in the area, devised by Plymouth City Council, the South West Regional Development Agency and the Prince's Foundation.
- the original NDC bid document developed by local residents.

Two major land parcels were brought into the planning process, along with an additional piece of land known as the 'Brickfields' site. These changes, together with the creation of the Devonport Regeneration Company, stimulated a re-evaluation of the approach to regeneration, as they provided several opportunities to reconfigure the urban landscape and transform the commercial and residential infrastructure.

The Masterplan was eventually adopted in December 2003. The main focus is now on implementing the plan in several discrete areas of the NDC.

Plymouth NDC – brokering, translation between community, continuity ongoing dialogue

The consultants commissioned by the NDC for the project led a multi-disciplinary team for masterplanning until the publication of the draft Development Framework in December 2003. During this phase the consultants “did what they were advised to do” and worked from the first principles of community-led regeneration. They were sympathetic to the consultation methods chosen by the NDC and saw their role as providing the physical infrastructure necessary for NDC’s social and economic aspirations for the area to be realised. Theme groups were created to develop consultation and explain how the physical developments could be implemented to fulfil NDC aspirations. As staff expertise within the NDC was limited, the consultants brought valuable additional resources to the process. The consultants worked with existing information and ideas and made extensive efforts to embed existing initiatives – such as the Urban Village and Peoples’ Dream – into the new masterplanning proposals.

Plymouth NDC- building trust, acting at the interface, partnership building

The support of the local authority, and especially the Planning Department, is crucial when major physical redevelopment is involved. In **Plymouth**, the Masterplan was dovetailed with the new planning regime for the City Council. Because of their broad remit, and their position as a central agency in neighbourhood change, NDCs can also play a critical role in terms of *co-ordinating* different plans and activities and *aligning* proposals with the wider regeneration and planning context. Plymouth NDC provided an excellent example of a partnership undertaking a co-ordinating role.

Plymouth NDC – negotiation

The NDC Delivery Plan for Devonport identified a series of vision statements, backed by more detailed objectives and target outcomes. The purpose of the Devonport Development Framework was to ensure that each initiative was integrated into the wider regeneration programme. The Framework therefore established the basis for:

- project co-ordination – a key reference point for local community and its partners to dovetail all development projects
- guiding investment decisions – showing how specific investment decisions needed to be made in relation to the wider picture
- planning decisions – becoming formally adopted by the City Council as an Interim Planning Statement
- aiding project promotion – setting out the range of development opportunities for potential investors and clarifying how the Devonport Regeneration Company (DRC) and its partners wish to see the vision take shape on the ground.

The planning process began in January 2003. DRC held a number of stakeholder meetings to take forward the development and implementation of social, economic and physical regeneration in Devonport. The NDC programme aims to progress regeneration of the area by 2011, with the Development Framework looking further ahead to 2016 as a long term milestone.

Plymouth NDC – acting at the interface

Since the completion of the Development Framework, a consultancy drew together a development brief for the site. The consultants ensured that developers adhered to the Masterplan where relevant, while acting as an intermediary when developers suggested changes.

The completion of the Masterplanning process saw a different role for the NDC. The Joint Commissioning Board (JCB) assumed responsibility for overseeing the implementation of the social, economic, and physical regeneration within the Framework, in order to ensure alignment of agency support and priorities for the delivery of the programme. Due to their involvement in the JCB, the NDC is able to monitor developments in the implementation phase, but it has proved challenging to ensure that all details of the Masterplan are adhered to and developed.

Developers have been encouraged to offer new suggestions and improvements to existing plans, but this has been problematic at times, as potential conflicts between the original plans and the market pressures identified by developers have had to be reconciled. The NDC has seen its role as local guardians of the Development Framework, “fighting the local corner” to ensure any changes are accepted and are in line with the original version. Regular briefing sessions between the NDC and developers has provided a forum for discussion, which has ensured that developers involve community interests in the planning of individual sites. Generally, there has been a good relationship between developers and the NDC, with new plans demonstrating a good understanding of NDC objectives and community aspirations. One of the main challenges for developers was the need to adapt their traditional working practices to accommodate effective engagement with the community and manage sensitive issues and address holistic needs.

Plymouth NDC – champion local voice, negotiation, building trust

The design team involved residents in extensive research and consultation which resulted in the promotion of good high quality design rather than quick, off-the-shelf solutions. While this meant that the process unfolded over a long period, it was considered a price worth paying in order to deliver a message to members of the community that they were valued and deserved to live in an excellent environment and that their aspirations would not be thwarted by cutting costs and lowering environmental standards, as had happened in the past.

Plymouth NDC – acting at the interface, managing contradictions

There was an ongoing tension in **Plymouth** between the immediate and the local concerns of the neighbourhood – the focus of much NDC and community activity – and longer term and strategic issues, which was the priority for GOSW and other agencies, such as the Regional Development Agency (RDA). While the relevance of the role and economic perspective of the RDA was initially questioned, it is now seen as a valuable member of the Joint Commissioning Board. Some stakeholders, such as English Partnerships, suggested that a stronger drive from the NDC was needed to ensure that ‘softer’ priorities, such as support for local traders and local home ownership, were more fully captured within the plan.

Salford NDC – leadership, brokering and partnership building

The first Salford NDC Delivery Plan noted that *'the neighbourhood stands out as an area in Salford which exhibits concentrated problems that have yet to be tackled through any special programmes or comprehensive regeneration initiative'* The masterplan for the Charlestown and Lower Kersal NDC area of Salford was therefore shaped by a number of factors:

- the lack of any other effective spatial or land use plan for the area to direct investment decisions and priorities
- the need to co-ordinate regeneration strategies, between the NDC, New Prospect Housing (the Salford arms-length management organisation) City of Salford Council and other public and private sector partners;
- the need to set down a programme to enable the acquisition of key sites and properties by NDC;
- the value in providing a framework to attract private sector partners
- the opportunity to enable the local community to influence the future development
- the need to provide a framework for local estate-level decisions about development and investment priorities. (Lower Kersal and Charlestown NDC, 2004).

The City Council needed a masterplan in order to get Compulsory Purchase Order (CPO) approval for the redevelopment of riverside sites in the area that had attracted considerable interest from developers. NDC worked with a range of agencies to ensure that the planning process gave full heed to the concerns and anxieties of existing residents about possible 'gentrification' and their consequent marginalisation. It also acted as a bridge between the local community interests and the plans being developed under the Manchester and Salford Partnership's housing market renewal programme, which was then in its infancy.

The masterplan was commissioned in January 2003 and brought within the HMR Area Development Framework by January 2004. The City of Salford Council endorsed the Development Framework in September 2004 and this has been followed by a series of Neighbourhood Planning exercises in the NDC area. The key issues at the stage of the masterplan were:

Image and perception – this concerned the negative preconceptions about Salford, due to a mixture of crime, environmental problems and widespread stereotypes about the area. The transformation required here was to make the area attractive for business relocation and development, as an area of residential choice within the greater Manchester housing market.

Location and urban structure – the NDC area lacks a clear focal point, such as a shopping centre or a community building. The predominant built form is low density municipal housing of the early 20th century, and the challenge was to replace this with new high density but visually attractive residential and commercial property. The thrust of the plan is on clearance, redevelopment and

renewal of the housing stock, and to reconfigure the local housing market to attract new households.

Housing – the housing stock currently offers restricted choices, with 50 per cent of the stock in public ownership (or right to buy) and a predominance of terraced properties in the private sector. Between 2000 and 2004 the proportion of vacant properties in the stock rose from 7 per cent to 13 percent. The limited number of recent private developments is to be found on the periphery of the area. There is thus a narrow residential offer, with a lack of larger family homes. It is consequently difficult to attract new families into the area, or to retain existing households when their families are growing. An explicit aim of the masterplan is to attract families who have left back into the area, possibly through discounted sales or priority access.

Community Services – there is a large number of local shops along the main routes through the area, and several churches, community centres and primary schools, but they lack a focal point – a priority issue for the masterplan.

Salford NDC – translating for community interests; champion of local voices

The selection of a developer partner to take forward the masterplan was widely recognised as good practice, particularly in ensuring ongoing resident consultation during an often complex process. Residents observed the presentations from the four developers that were short-listed and the interview panel (comprising NDC, local authority and BDP representatives) then consulted with the residents before making their final decision. The developer's ability to be flexible in the light of community concerns was a major factor in the eventual decision.

One of the key elements of masterplanning for NDCs is the opportunity to integrate plans with the wider strategic planning context. Engagement with the local authority in general, and the planning department in particular, is an essential part of this process.

Masterplanning needs to deliver an overarching regeneration framework that takes into account the wider context of the area under consideration and can act as a planning guide. The full range of stakeholders should be involved in devising this framework.

In addition to their multiple roles NDCs also need to operate effectively in the client role for masterplanning, in order to achieve at least some of the key objectives summarised below. NDCs can fulfil several aspects of the client's role at different times during the masterplanning process. A public body such as the local authority may initiate the process; a mix of private developers, regeneration agencies and consultants may then take it on as it moves towards implementation.

CABE set out some key principles to being a successful masterplanning client and NDCs are well placed to take these principles on board. The case study

examples exemplify the NDC role as client and help to illustrate the flexible nature of the masterplanning process.

Keys to being a successful masterplanning client:

1. Provide strong client leadership and a commitment to quality
2. Be clear about your aims and the outputs you need
3. Learn from your own and other successful projects
4. Give enough time at the right time
5. Find the right teams and development partners
6. Respond to the context, physical, economic, cultural and social
7. Work with stakeholders
8. Understand that masterplanning is a fluid process
9. Work in a collaborative spirit
10. Put in place a strategy and structure for implementation

Creating successful masterplans

The workshop held by the research team with officers and representatives from several NDCs revealed positive support about the potential contribution of NDC partnerships to masterplanning, as an essential intermediary dealing with an often array of proposals and plans. Participants were asked to reflect on what, with the benefit of hindsight, they might have done differently. Some of their ideas are summarised below.

Views from the NDC masterplanning workshop:

Much of the discussion in the workshop held during the preparation of this report reinforced the extent to which masterplanning could bring more coherence to an often amorphous set of initiatives and ideas about improving neighbourhoods, as the quotes below illustrate.

"Masterplanning is an essential tool based on alignment, links and relationships"

"Masterplanning gives focus to a number of previously dislocated projects. The content of the plan may change, but its existence is what is most useful and important."

"The key things to do are:

- talk to everyone
- be able to challenge
- things change and move
- plan brings logic."

"NDCs could think too narrowly at first, they needed to broaden their view, making a more coherent plan necessary"

"The very tangibility of the masterplan as a document could also provide reassurance that proposed improvements will actually take place, and that other parties are on board – especially important where there is a history of mistrust between the community and local agencies."

"Advantage of having some sort of masterplan means that something is already in place to enable reaction to emerging issues and recognition that something is already planned for that particular area"

"Masterplans need to have 'backing'. They need to be strategic planning documents with buy-in from all parties concerned."

For those NDCs who are developing a Masterplan in the latter years of the programme – currently years seven and eight – this approach will have significance for the **succession strategy** – in terms of:

- the continuation of a sustainable regeneration agency for the area
- the long-term ownership of assets, perhaps under community control.

The following chapters explore different aspects of the NDC role in masterplanning in more depth, in terms of:

- developing processes of community consultation and engagement
- creating opportunities to bring partners and stakeholders together – at the stages of preparation, design and implementation.

3. Community engagement

Consultation and community engagement is at the heart of the NDC programme and is given due emphasis in the masterplanning process. It is necessary for NDCs to establish and reconcile values and conflicting objectives, dealing with sensitive issues, and prepare a consultation strategy early in the process. It is easy to confuse consultation with communication, publicity or marketing, thereby raising false expectations, so processes must be carefully planned. Consultation is about an exchange of ideas; communication is about one-way provision of information. Many forms of consultation may be needed.

The consultation strategy should set out:

- who will be in charge of the process
- the aims, anticipated benefits and risks associated with the consultation
- who should be consulted, who communicated with
- stages at which it will be carried out
- types of processes to be used
- how this would relate to a parallel communication/publicity or marketing strategy.

CABE guide

NDC partnerships are well placed to champion and to facilitate ongoing consultation and communication with the community. They already have staff and structures in place that are engaged in this work and they may have won a degree of trust and confidence from the community. The scope and timescale of the consultation process needs to be agreed and understood between all stakeholders. It should be clear how this is to be coordinated, and ongoing accountability can be provided through introducing measures such as Residents' Scrutiny Panels. Thereafter, a series of basic guidelines can be followed.

3.1 Using a range of consultation methods

- **Salford NDC** convened a People's Panel for the first development site in the area at Kersal High School. The panel, was led by a local consultancy, which had been commissioned by the preferred developer partner for the scheme. Around 20 residents from different parts of the area were involved in two days of intensive consultation at the end of 2006, to discuss the strengths and weaknesses of the draft plan for the site. This process led to a number of significant changes being made to the plan when it was revised, including the provision of 28 affordable dwellings

in the scheme (17 of which are to be allocated as reprovision for those displaced from clearance programmes in the locality).

- also in **Salford**, Building Design Partnership Planning was commissioned to undertake the exercise and provided a 'Vision for the Future' document for consultation, setting out a range of proposals. This received over 1,800 responses – through feedback questionnaires, roadshows, launch events, direct contact with the NDC team, home visits and freephone calls.
- in **Plymouth** community discussions and special events were useful and highlighted the divergence between what the stakeholders and members of the community understood about the process.
- in **Bristol** the consultation included:
 - posters about forthcoming events were produced in Somali; a Somali interpreter was in attendance at all the consultation events;
 - venues were chosen to be accessible to all – not church premises or local drinking clubs, for example;
 - disabled residents received home visits to discuss proposals and complete questionnaires;
 - caretakers were regularly briefed – their views contributed to decisions about planning access for emergency vehicles and refuse collection;
 - businesses were visited and representatives were invited to MP events.

Consultation methods used in Lewisham

Walking audit masterplan event

A major consultation event was held to provide local residents, businesses, community groups and organisations with the opportunity to express their views on New Cross Gate in order to inform the development of the urban design framework and development strategy. The event was attended by 50 local representatives. It featured three stages outlined below.

Stage One: Walking Audit of New Cross Gate

Members of the Urban Practitioners team, assisted by New Cross Gate NDC staff, led four different groups around different areas of New Cross Gate. During the walking audit, participants were encouraged to write down on post-it notes what they considered to be the area's problems and any dreams they had for the area.

Stage Two: Problems and Dreams

Following the walking audit, an interactive session was held where a selection of the problems and dreams identified by participants on the walking audit were read out to the whole group. The post-it notes – stating different problems and dreams – were then grouped into themes and placed on a large display board.

Stage Three: Solutions Workshops

Participants were then divided into six workshop groups to identify practical solutions for New Cross Gate. Each group was asked to identify a vision and their top three priority projects for the area. Large base plans were used to represent these ideas graphically. The problems and dreams identified during the walking audit were read out to the participants and the post-it notes were grouped onto a large display board under the following themes: facilities and services; movement/ accessibility; streetscape; townscape; safety; and environment.

Visions and priority projects were identified under these headings.

Masterplan Questionnaire

In order to inform the analysis phase of the project, a street survey was undertaken to obtain more detailed local views. The survey was conducted by a market research company and 197 interviews were carried out. The survey included questions on:

- their main reason for being in New Cross Gate on the day of the interview
- where respondents live within the area
- ratings of a number of services and facilities in the area (e.g. range of shops, health service provision, play areas etc)
- improvements needed to facilities
- accessibility and public open spaces
- environmental quality
- safety
- transport
- demographic information – age, sex, ethnic origin.

Artists Forum

It was proposed that, through the Artists Forum, a series of public art projects would be taken forward. A competition was held to create an artistic interpretation of New Cross Gate, which could be displayed or integrated into the street environment around the Post Office, on the triangular island site (potentially relocated – see above), and/or on a new public square as part of the Kender Triangle flagship community development. Public art projects could be integrated into the gyratory proposal to the Mayor's 100 public spaces programme. The wider scope for public art to contribute to the area's identity and provide local interest should be considered, for example, innovative paving lighting or public art in the form of a 'rope-walk', which winds through the streets, providing play opportunities for local children and linking points of interest in the area.

3.2 Put structures in place to ensure that consultation is effective

A steering group was set up in **Plymouth** to:

- agree the methodology for consultation
- monitor progress of the consultation
- engage representatives of the local community in planning the consultation process; approve a “special edition newsletter” for the local community to feedback on progress made and future plans.

This group helped build wider support for the overall programme.

Bristol – scrutiny and accountability

The C@H Board established a residents’ **Scrutiny Panel** (SP) in order to provide a clear point of reference and accountability for the community consultation. The SP specified how the consultation was to be conducted – using newsletter, identifying venues, employing translators, and seeking to achieve 30% engagement levels. A budget of £60k was allocated to support the work of the Panel.

The Scrutiny Panel is seen to have played a positive role. It legitimised residents’ views over issues such as the resistance to the new roads and provided an independent check. It had the authority to sign off the consultation, enabling the process to keep moving forward at that point.

“The final scheme design while not pleasing every resident and every group on the area, can be considered to be the best possible compromise to meet the objectives set by C@H. The process has been thorough and the general feedback from residents is a) they have been listened to and b) plans have been amended to reflect the view of local people.” (SP report)

The SP was a useful mechanism for agencies, providing clear audit lines for project teams. It helped residents develop a better understanding of process and acted as a tool for the project team in providing live feedback, as one local authority officer noted: *“They felt the frustrations with us”*. The SP was designed to enable residents to track developments and its remit might have been expanded to include an overview of the masterplan. It was, however, noted that the composition of the panel was not fully representative of the diversity of the community affected by the plans.

3.3 Take a community development approach from the outset

It is important to ensure stakeholders and the community understand from the outset the constraints and complexity of the masterplanning process. A fundamental transformation of the physical environment is likely to be complex and time consuming, and this sometimes results in frustration. As residents are being asked to participate in an often highly technical arena, creative approaches to learning can be used to support them – e.g. how to read plans and drawings. This learning can then be shared with other residents in masterplanning situations.

In the resident-led approach to regeneration, *“everyone is a masterplanner”*. The process needs to be carefully thought through and the desired end result clarified. The structures for community involvement tend to be most used by residents who have been involved from the outset. Residents are being asked to get to grips with complex planning processes and they need to learn how to use it to their advantage. The skills and opportunities need to be there to help that happen, and to build community capacity, making residents more capable of liaising and negotiating with local representatives and stakeholders.

Residents can be involved in, and learn about, different aspects of the masterplanning process.

- in addition to widespread resident consultation, resident members of the C@H Board, **Bristol**, and the Housing and Community Safety Outcome Groups were consulted and engaged with the process through the approval of tender briefs and recruitment of consultants and contractors
- resident Board members in **Lewisham** were involved in the selection of the masterplan consultants
- in **Salford**, a series of ‘capacity releasing’ workshop sessions were held in June and July 2007. A firm of architects experienced in working with community-based masterplans was engaged to facilitate the sessions, which explored issues such as design, open space, access and the risk of flooding. The sessions ended with a tour of some developments which illustrated in practice several of the issues that had been raised at the workshop. This approach attracted widespread interest, with up to fifty residents attending the sessions, and the feedback on this approach was very positive.
- resident representatives on the Physical Environment Task group, formed as a sub-committee of the NDC Partnership Board, played a key role in the implementation of the masterplan in **Salford**.

3.4 Realise that consensus may be difficult to secure

Consultation does not always generate agreement with proposals. However, by stimulating reaction, it can help to deliver a result that is closer to residents' immediate concerns.

- in **Salford**, after a series of meetings held over the previous two years, proposals for both the Charlestown and Lower Kersal Riverside sites were discussed in October 2006, and 76 residents attended. Considerable frustration was expressed by many of the residents about the delays in implementation and there was an evident lack of trust about whether the NDC and HMR teams, working with local authority planners and the developers, 'would deliver'. In addition to one-to-one visits, a series of workshops will be held with residents to discuss detailed proposals on property design, open space and community facilities. An open meeting for the Charlestown site had revealed a preference among many for a relatively low density scheme in terms of re-provision. However, this did not sit easily with the aims of minimising flood risk and achieving relatively high densities in the new developments. This is currently under consideration. The overall commitment is to ensure that all those residents who choose to stay in the area will be able to do so, thereby alleviating some of the anxieties that redevelopment will cause 'gentrification' and the displacement of existing households to other parts of Salford.

3.5 Think through the different phases of the consultation process

Community engagement can be a useful tool in ensuring full consultation results in community ownership. However, masterplanning can be fraught and sequencing can be problematic. It is therefore important to continue community engagement throughout all stages of development. Consultation is not an infinite process and it is important to know when "good enough is good enough" and not to prolong things unnecessarily in the fruitless search for absolute perfection. The political, administrative and community involvement processes need to be harmonised and sequenced carefully to ensure problems are tackled and revisions made while maintaining a reservoir of trust and support.

- Getting community support on board can be crucial in helping them to understand that sufficient time, perhaps up to two years, is needed for the development of the plan.
- In **Salford** the schedule of properties to be demolished was released and prompted extensive resident consultation. However, there was then a delay between discussion of the demolition proposals and the likely completion of the new homes replacing them. This has created some opposition and uncertainty about the plans for the area affected. In these kind of cases, a delicate balance needs to be struck between

overall strategic intentions and detailed proposals for implementation, reinforcing the importance of setting realistic timescales from the outset. The indirect effects of masterplans also need to be anticipated. The process of neighbourhood remodelling, for example, is eased considerably if alternative accommodation nearby is available before the process of demolition commences. This had been the original intention for the scheme, but an early start on redevelopment might have jeopardised the CPO process for the wider area, and this had to be delayed. It would have also been difficult to engage developer interests at this stage, before the outcome of the CPO was known,

- Given the potentially high level of anxiety among residents about demolition and redevelopment, **Salford** introduced an Intensive Neighbourhood Management Plan for the redevelopment areas. This multi-agency plan – involving agencies such as the police, environmental services and Age Concern – provides for a series of practical interventions to assist residents in these areas during the process.
- Decanting of residents, as in **Plymouth**, needed to be carefully planned. Timescales are important and, while adequate preparation is essential, starting the process too early can breed mistrust and create tensions between the community and other stakeholders. However, continuous discussion and engagement can help to alleviate any misunderstandings.
- There were ongoing concerns in each of the case studies about how to balance the risks of consultation burn-out against the need to deliver to clear timescales.

3.6 Consider the value of ‘early wins’

NDCs and other stakeholders need constantly to balance the pressure to deliver on visible issues of immediate local concern with the requirement to take a long term strategic view.

- in **Salford**, early wins were crucial to win over a community that felt badly let down by past delays and disappointments. A new secondary school was completed a few years ago, and this, together with the recruitment of new staff, helped to bring about a marked improvement in educational performance. This has become a vital component in transforming the deep rooted image of the area and what it can offer to families.
- the Lower Kersal/Charlestown area of Salford is not a cramped urban environment, and it contains extensive playing fields in two parts of the area. These have been used variously in the past as training grounds, the second ever golf club in the country and a racecourse (closed over forty years ago). A new Sports Village is now being developed in Lower Kersal. A key feature of the new residential developments is the riverside outlook of the River Irwell and the Bolton and Bury canal. The idea is to extend the development of waterside apartments prevalent in Manchester city centre to adjacent areas, and to offer accommodation at more affordable prices.

- in terms of 'early wins' in **Plymouth** the housing developments have met one of the main concerns of residents, and the local authority has attracted a positive response, through bringing demolition and re-housing plans forward to assist the masterplanning process. Community representatives have, however, been disappointed by the impact of an 'early decanting' policy, leaving land and housing vacant for long periods. Some residents are now reluctant to return after a number of years living outside the area, although this can often happen in such schemes
- there have been some early wins undertaken at the beginning of the programme in **Lewisham**, such as parks refurbishment and environmental works, but the major flagship development, the multi purpose NDC Centre, has been dependent on transfer of land from the Local Authority to the NDC. Decanting of households affected by the process has been undertaken by the local authority and this has taken a long time.

Views from the Workshop

How are we to balance quick wins and immediate delivery against sustainability? Key interventions may be important in creating a reputation that this is an organisation that can deliver.

4. Convening partners and stakeholders

A masterplan is a series of documents but more importantly it is a process and a matrix of **relationships**. NDC can make a key contribution by brokering and facilitating those relationships.

NDC can only play a brokering role if they i) have the confidence to do so ii) people listen to them.

Relationships with stakeholders can be fostered through the **masterplanning structures** that are put in place, such as a steering group, and through the consultation and communication strategy. The project management team will draw together the range of professional and technical expertise required. A clear understanding of **resource capabilities** for each partner is essential to drive the process forward. The development of positive working relationships between all those involved in the process is essential, so that each partner understands what is expected of them and takes ownership of the plan.

Before implementation can begin, review of all tasks should be undertaken and a realistic way forward identified, by posing the following questions:

- has the design been reviewed for design quality?
- are the economic assumptions still relevant?
- have all the professional inputs been co-ordinated?
- has the plan been accepted by all stakeholders?
- is the local authority in agreement with the plan – will implementation proposals receive permission?
- is the plan being incorporated into the local area development framework?
- is there a strategy for communicating the outcome to the community?
- is it clear who is going to take forward the delivery strategy and do they have the capacity to do so?
- are the first key projects underway to get early wins?
- has phasing been planned?
- have the next key steps been identified?

From: *Creating Successful Masterplans* CABE

Stakeholder Representation: Lewisham

The special **Steering Group** (NDC staff and Board members, Lewisham Council members, GLA and Hyde Housing PLUS, Deptford Green School and local residents.) for the Masterplan drove the development forward and enabled the plan to evolve; accommodating suggestions and ideas from both the Steering Group members and London Borough of Lewisham (LBL) officers about what was possible in the overall plan. The lead consultants, Urban Practitioners, developed a good relationship with the NDC from the outset. Constant contact, sometimes on a daily basis, ensured any ideas or problems were captured and addressed as soon as possible. The main driver was to ensure the ideas of the community and NDC objectives were aligned in the development of the Masterplan.

The Steering Group drove the development forward and enabled the plan to evolve; accommodating suggestions and ideas from both the Steering Group members and LBL officers about what was possible in the overall plan. Ongoing testing and redefinition of the group's remit was undertaken and two-way collaboration was the key.

In order to produce the masterplan:

- a series of consultation events was held with members of the local community
- the current regeneration and development activity in the study area was appraised in order to develop a wider understanding of New Cross Gate in its local context
- detailed urban design and transport site surveys have been undertaken
- a workshop with Artists' Forum was held
- presentation and workshops sessions were held with NDC theme groups, including Education, Crime and Community Safety, Health and Enterprise groups
- meetings were organised with developers, landowners and key stakeholders including TfL, British Land, Sainsburys, Hyde Housing, Lewisham College, Goldsmiths College, English Heritage and the local MP
- meetings were set up with planning, urban design and conservation officers at the London Borough of Lewisham and other consultants working in the NDC area.

Plymouth: establishing the Steering Group

The involvement of all partners was embedded in the process from the beginning and, despite tensions and difficulties along the way, the Partnership was sufficiently strong to weather the storm. Developing a shared vision for Devonport was the overriding aim. The NDC acted as a conduit for all the regeneration activities in the Devonport area and has been the catalyst in bringing developments forward.

The Steering Group was established to:

- Appoint consultants to prepare the masterplan
- ensure a positive investment framework is created
- agree the methodology for consultation
- monitor progress of the emerging masterplan.

Membership of the Steering Group which evolved into the Joint Commissioning Board (JCB), was Devonport Regeneration Company Partnership (DRCP), English Partnerships (EP), South West Regional Development Agency (SWRDA), GoSW and Plymouth City Council (PCC), and had responsibility for facilitating delivery of the programme.

The masterplanning process was complex and wide ranging, and required a balanced mix of expertise and knowledge to draw it together.

- the **Local Authority** brought their professional expertise
- the **NDC** was seen as the guardian of local community interests, and funded the consultants to produce the Masterplan
- **A private design team** brought urban design, illustration and production skills, combining statutory planning, architectural and environmental inputs
- **A major consultancy** worked with communities to ensure they could effectively participate in understanding and making decisions about their homes and neighbourhoods
- **Two property consultants** were involved who had experience in regeneration projects, good knowledge of property market and working with communities, and bringing up-to-date market advice.
- **Transport consultants** provided expert advice on transport planning/ engineering inputs and advice on ground conditions.

Bristol

The main agencies involved alongside the NDC in the masterplanning process were the City Council – Neighbourhoods and Housing, and Planning Departments– and the Solon/Sovereign Housing Association consortium. Consultants have been used at various stages of the process. Government has played a role through the Government Office for the South West (GOSW).

A **memorandum of understanding** was drawn up between C@H and delivery partners covering investment of time and project management and delivery. This provided for the City Council to project manage the security and environmental improvements through the employment of a project manager and officer and the building of 160 new homes through the Housing Association consortium.

“You can end up going round in circles; set out clear roles and requirements of partners”

A **Project Control Board** (PCB) was established as the project expanded. Membership of the Board included Solon and Sovereign Housing Associations, C@H, Bristol City Council, GOSW, and the Housing Corporation. The Board was chaired by the Head of Service, Neighbourhoods and Housing, Bristol City Council. It was a useful mechanism for coordinating different departments through second tier managers who were in a position to task their departments and also had sufficient power to make delegated decisions. Resident involvement was restricted to the Chair and vice Chair of C@H, due to the perception that a wider resident input might bring too many minor details to the table.

One of the strengths of the PCB was that the City Council, as the lead body, was able to get people around the table and get responses from them. The membership of the PCB ensured that it linked directly into the C@H Board and the City Council Cabinet – the two key decision making bodies. *“It had the right people there”*

Plymouth – engaging the partners

In Plymouth discussions were held with representatives of Housing Corporation, housing associations, the Planning Department, and Urban Design to devise an appropriate methodology and ensure the process complied with planning requirements for results to be adopted as Supplementary Planning Guidance. The six week statutory consultation period focused on:

- the land use options
- implications of possible land sites and new facilities
- consideration of urban design principles.

A Consultation Steering Group included representatives from the key stakeholders: Plymouth City Council Planning Dept; Devonport Regeneration Company Partnership (DRCP) staff; English Partnerships; a consultancy; Seymour House, Urban Village, and 'Bobbies on the Beat', and local community representatives from DRC theme groups (i.e. crime & community safety, health, work, education, environment & housing) and the DRCP Board. The group:

- announced the start of the statutory six week consultation period on the Local Development Framework (LDF), in newspapers, public venues, and the City Council website
- produced a short video on the proposals and issues/options within the LDF, including coverage of the Area Action Plan for Devonport
- produced display materials on the proposals and issues/options within the LDF including coverage of the Area Action Plan for Devonport
- issued feedback forms about the contents of the LDF
- produced displays and 3D diagrams on a "sketched back" version of the OPA for the Stores Enclave
- collected informal feedback on the 3D diagrams on the OPA for the Stores Enclave using a "sticky wall" approach where residents were supported to note their likes, concerns, and questions
- updated a scale model of Devonport to help consultation participants visualise proposed developments for the Stores Enclave
- produced a special edition newsletter informing the community of what had happened since 'Devonport Days' 2 and 3, the consultation event and outlined next steps and future plans
- held a Devonport community event with an Easter Party theme, which included a range of presentations, displays, diagrams and scale models, activities for children and the provision of interpreters and transport, where necessary
- collated feedback to inform any revisions to the Masterplan for the Stores Enclave prior to submission of the outline planning application, to be formally incorporated into the consultation process for the Local Development Framework.

The response below encapsulates a wider discussion in the masterplanning workshop about the need to offer sufficient responsiveness to residents' priorities while at the same time allowing scope for professional discretion on the best way forward

"Agencies are challenged to find a new stance that responds to resident-led regeneration but still enables them to exercise their professional judgement."

Another pointed out that the aim of 'joined up working' was still more an aspiration than a reality in some local contexts.

"There are barriers to working with Local Authorities due to their silo approach and lack of communication between LA departments."

Tensions between the **different objectives** of stakeholders can surface and need to be managed:

- In **Lewisham**, several schemes – such as changes to the gyratory system in the high street and the area around Sainsburys and New Cross Gate station – depended on the involvement of larger stakeholders. This was a complex process to negotiate and was fraught with difficulties – first, in engaging stakeholders and opening dialogue, and then persuading them to integrate their own plans with those of the NDC. Transport for London is now actively involved in the gyratory system improvements and the recent sale of the Sainsbury site from British Land to Sainsbury has also precipitated a new impetus to develop the opportunities within the retail park and station environs.
- despite their different origins and differences in the emphasis of their approach, **Salford** NDC found that HMR and NDC *could* now work together effectively – marrying the strategic concerns with the detail for personal and community circumstances. The HMR officers for the Salford area are based in the NDC team, and this has helped to cement an integrated approach to neighbourhood transformation.
- in **Bristol**, the development of the plan was nominally C@H-led, with the Board making the key decisions. However, the drive to realise land values and achieve returns on investment placed the City Council and the housing associations in a dominant position. Some stakeholders were likely to hold more cards than others at different stages of the masterplanning process.

Workshop comment:

“When working in conjunction with other initiatives operating in the area – such as HMR and Mixed Communities (initiative), it is essential to involve them in the debate. However, they can sometimes take over the process and have different objectives.”

4.1 Working with developers

Views from the Workshop

“Since NDC started work, confidence in the area has gone up; this has resulted in a rise in land value as private developers speculate on the desirability of the area.”

“Development agreements take a long time to occur; in the meantime developers are speculating and land values are going up.”

Developers are likely to play a central role in most masterplanning exercises, and may have different priorities and concerns to public agencies and community interests –for example, in balancing quality against cost, or in

ensuring timetables are adhered to. The 'bridging' role of NDCs can be crucial in handling tensions that may arise as a result of these differences.

Views from the masterplanning workshop about working with developers	
Opportunities	Challenges
<p><i>NDC have an influence over the design through working with planners and architects on the project, therefore influencing outside NDC developments.</i></p> <p><i>New Cross Gate has an 'out of town' style retail park in an inner city area which is very badly designed and causes fragmentation. This exemplifies how a masterplan can be used to 'tweak' developments by private developers.</i></p> <p><i>The private sector is needed to make NDC plans work, an early mistake by NDC was not involving the private sector enough and trying to work independently.</i></p> <p><i>Make use of private developers through resources and expertise e.g. urban designers know best when designing.</i></p> <p><i>Relationships with developers are crucial. NDCs are essentially an interface between developers and the community. NDC can play a role in negotiating employment opportunities for local people.</i></p>	<p><i>How can you marry private developers' plans with resident expectations of NDC?</i></p> <p><i>It hasn't been an easy process with the developers, it is difficult knowing how far to push.</i></p> <p><i>It has been a learning curve for developers</i></p> <p><i>How can developers be influenced to deliver what the community wants against their own economic considerations?</i></p> <p><i>Private developers see the area as 'their development', not the community's</i></p>

Rigorous project management is vital when there are so many partners involved in the process, thereby increasing the chances of delays, misunderstandings or conflicts.

- minutes of meetings and proper record keeping helped to clarify decision making and outline project development in **Lewisham**
- **Bristol** City Council has played a useful role in developing project management and this helped to bind the local authority into the process. Due to concerns about the capacity of C@H to deliver on major projects of the scale of the masterplan, it was considered useful to employ a project manager to act on their behalf. A memorandum of understanding was drawn up between C@H and delivery partners covering investment of time and project management and delivery. This provided for the City Council to project manage security and environmental improvements through the

employment of a project manager and officer and the building of 160 new homes through a housing association consortium

- **Lewisham** is in the early stages of implementing its masterplan. There are now several smaller masterplans being developed for specific areas. The NDC has commissioned various consultants to develop masterplans meeting their own specifications. The NDC **Capital Programme manager** has taken a strong lead in this process. A Capital Programme Sub-committee oversees the process, consisting of Board members and chaired by the NDC Chair, and involving NDC staff and Hyde Housing and a consultancy. Implementation is closely related to NDC spend and tied to partnership objectives. There is an **Annual Programme** prepared showing quarterly milestones. The Board receives general updates from the Capital Programme Manager showing progress, barriers and difficulties. This works well and members are informed about issues.

It is important to develop strong delivery mechanisms to ensure efficient implementation.

- In **Plymouth**, the Joint Commissioning Board (JCB), while not without criticism, has been fundamental to ensuring the overall plan is delivered, and that the internal coherence of the process is not dissipated. Some tensions have arisen between community representatives and other partners on the JCB, and there has been frustration that the process has not been moving fast enough. GOSW assumed the role of “making the JCB work” by encouraging all partners to work together, by undertaking mediation when needed and getting agreement to deliver agreed outcomes. Over time, the JCB has grown stronger and trust has increased: bilateral discussions can now take place outside JCB meetings, without raising suspicions from the community about closed decisions being made. The NDC has been able to influence the process through membership of the JCB and their funding contribution to the plan
- in **Bristol**, the Project Control Board was disbanded when the process moved into the delivery stage, but has recently been reconvened. There are a number of sites and projects that had been overlooked in the business planning process which are now being brought together in the ‘More than H4’ project. C@H has now identified a member of staff to act as project manager. There is a need to manage transitional issues that are emerging, such as in areas where new build is not scheduled to start for several years. The loss of public space through the proposed demolition of the shops has recently surfaced as an important issue for consideration. This indicates the value of having an overarching board in place to oversee implementation. Residents have also contributed to the details of implementation:

“There was an investment in managing community interface once on site. This worked well and brought in sensible suggestions e.g. ingress/egress car parks.”

Continuity of community members and staff cannot be preordained, but this is a crucial asset in order to build relationships and maintain trust over what is usually a long term and demanding process.

5. NDCS and masterplanning: emerging lessons

The following observations are distilled from the experiences of the four case study NDCs, the responses to the workshops and issues identified from the relevant plan and project documentation. It is far from a definitive list, but it identifies some of the key challenges likely to face all parties involved in community-based masterplanning, especially regeneration agencies such as NDC Partnerships.

1. It is important to invest time and resources into developing a shared understanding of the definition and purpose of the masterplan document

- partners may be working hard together to achieve regeneration aims in the area and use the term 'masterplanning' to describe the process that they are engaged in – but the approach they are taking may only constitute part of a masterplanning process. The lack of awareness of a wider strategic framework may create difficulties in the preparation and implementation of the plan further down the road
- there are varying definitions of a masterplan and there are a number of different terms that can be used to describe strategies for the physical regeneration of an area, which may lead to misunderstandings when they are translated into tangible programmes
- when undertaking masterplanning it is important for the NDC partnership and all other stakeholders to be clear on the aims and scope of the masterplan, the status and role of existing plans and how they will affect the development of new proposals.

2. Have a process that is clearly set out and communicated with clarity of objectives and explicit roles and responsibilities

- a memorandum of responsibility between partners can be used. It is important to prioritise and identify resources
- it is critical to ensure stakeholders and the community understand from the outset the constraints and complexity of the Masterplanning process. Transforming the physical environment of any neighbourhood will be a time consuming process, and this sometimes results in frustration, especially from those members of the community most directly affected. Any delay can also affect property values, if areas demarcated for transformation are 'blighted' in the interim.

3. Political support at every step of the process is crucial and a partnership approach from the outset helps to foster ownership more than an episodic series of linkages

- the support of the local authority, and especially the Planning Department, is crucial when major physical redevelopment is involved. In **Plymouth**, the Masterplan was dovetailed with the new planning regime for the City Council
- the support of the local MP was important in **Lewisham**, smoothing the path for engagement and access to stakeholders.

4. Select consultants with care, to achieve fitness for purpose

- speak to other NDCs about their experiences with consultants – others will have learnt their lessons earlier, and it is vital to get someone you trust
- the quality of advice from the consultancy team is crucial to build commitment across the process and gain the confidence of the community
- experienced consultants can make an important difference to the consultation process. Consultants in **Plymouth** embedded community consultation in their approach, built on existing work and learnt quickly from feedback. A very constructive division of labour and responsibility between the NDC and the consultants ensured a more seamless process of joint working, with little duplication of effort.

5. Select developer partners with care, and with community input, and work with them closely throughout the process

- a willingness on the part of developers to adapt working practices and balance commercial considerations with community aspirations is vital in taking the process forward
- a close working relationship between the NDC and developers is crucial to improve the understanding of all parties and ensure issues are being continuously addressed throughout the process
- in **Salford**, the selection of a developer partner to take forward the masterplan was widely recognised as good practice, particularly in ensuring ongoing resident consultation during an often complex process. Residents observed the presentations from the five developers that were short-listed and the interview panel (comprising NDC, local authority and BDP representatives) then consulted with the residents before making their final decision. The developer's ability to be flexible in the light of community concerns was a major factor in the eventual decision.

6. Use creative approaches to joint working

- **Bradford Trident** seconded their Chief Executive onto the Board of the Urban Regeneration Company
- **Heywood NDC** secured a secondment from the HMR Pathfinder into the NDC team

- Sovereign Housing Association in **Bristol** appointed a regeneration coordinator in response to the development of the masterplan, to coordinate their approach and deliver broader outcomes. It was acknowledged that there would be significant and additional requirements working in an NDC area and the resources were allocated to support partnership working, link to wider projects and promote the sustainable communities agenda. One practical result was the establishment of a construction links scheme.

7. Quick, effective and continuous communication with residents is essential

- open lines of communication need to be included from the outset
- a communications plan helps to provide consistency and can be picked up by new projects as they come on stream
- it is productive to vary modes of communication in order to reach different audiences and keep interest fresh – newsletters, task groups, special meetings, one-to-ones
- residents need to be kept informed of all processes, and any modifications to them. Accurate minutes of meetings should be kept and disseminated to allay possible fears or misunderstandings
- give careful consideration to managing expectations and communicating to all about processes, changing timescales, priorities and feasibility
- ensure residents understand the time frame. It is important to communicate progress and any barriers and to identify where these have arisen for positive reasons (such as allowing more time for community views to be taken on board).
- any process of community engagement should not be too rigid and needs a degree of flexibility. It is also important to ensure that *“what comes out at the end of the process was consulted on at the beginning”*
- consultation also needs to adhere to local authority criteria to ensure it meets statutory requirements, enabling the plans to be formally adopted if necessary.

8. NDCs can make a vital contribution by mediating between the different social, economic and the spatial components of masterplans

- There was an ongoing tension in **Plymouth** between the immediate and the local concerns of the neighbourhood – the focus of much NDC and community activity – and longer term and strategic issues, which was the priority for GOSW and other agencies, such as the Regional Development Agency (RDA). While the relevance of the role and economic perspective of the RDA was initially questioned, it is now seen as a valuable member of the Joint Commissioning Board. Some stakeholders, such as English Partnerships, suggested that a stronger drive from the NDC was needed to ensure that ‘softer’ priorities, such as support for local traders and local home ownership, were more fully captured within the plan

- The components of Masterplans need to be examined to assess how they can contribute to the aims of different NDC themes. There is a risk that the demands of physical redevelopment will drive out a consideration of more social objectives, such as community cohesion, or achieving more mixed communities. The social and economic consequences of the plan require attention from the outset, not as a belated adjunct to the process.

9. Harness the benefit of local knowledge to ensure a spread of expertise among the key partners.

- In **Plymouth** the design team involved residents in extensive research and consultation which resulted in the promotion of good high quality design rather than quick, off-the-shelf solutions. While this meant that the process unfolded over a long period, it was considered a price worth paying in order to deliver a message to members of the community that they were valued and deserved to live an excellent environment and that their aspirations would not be thwarted by cutting costs and lowering environmental standards, as had happened in the past.
- London Borough of **Lewisham** was involved in the process from inception, and the lead officer had particular expertise in physical regeneration and working with consultants. This link was vital to NDC to ensure proposals were realistic and achievable.

Finally, respondents in the case studies, and participants in the workshop, were asked to reflect on what, with the benefit of hindsight, they might have done differently. Some of their ideas are summarised below.

If we knew then what we know now ...

- *build in development time at the start of a programme to undertake an inclusive planning process, incorporating economic, social **and** spatial elements*
- *spatial awareness is required at the outset of an area based programme of intervention such as those undertaken by NDCs, as its belated introduction may cause other plans to be revised or abandoned if they do not harmonise with the overall framework*
- *there needs to be a balance between detailed planning and strategic overview, which is often hard to achieve. The process needs clarity to ensure that the intended benefits flow to the community during the regeneration process*
- *the process needs to have expertise and leadership around the twin functions of masterplanning and community development. NDCs need to play to their strengths and to draw on professional advice and existing guidance as relevant, always ensuring it is communicated in an accessible manner to community representatives*
- *NDCs and partners need to take on board the economic and financial realities of masterplanning and work with developers and the private*

sector, acknowledging that commercial logics will play a part in their assessments

- *the masterplan must be embedded in the local planning arrangements and local development framework*
- *it is important to think about wider benefits and linkages outside the NDC area, and to be aware of how gains for the neighbourhood might be nullified if the wider area is not brought into the planning framework, and to ensure that the connectivities of different interventions are given due attention.*

Resources section

Listed below are a series of contacts, websites for agencies with relevant interest and expertise in aspects of masterplanning.

Name	Address	Phone	Email	Website
Architecture Centre Network (ACN)	70 Cowcross Street London EC1M 6EJ	020 7253 5199	mail@architecturecentre.net	www.architecturecentre.net
British Urban Regeneration Association (BURA)	63-66 Hatton Garden London EC1N 8LE	0800 018 1260 or 020 7539 4030	info@bura.org.uk	www.bura.org.uk
Campaign to Protect Rural England (CPRE)	CPRE National Office 128 Southwark Street London SE1 0SW	020 7981 2800	info@cpre.org.uk	www.cpre.org.uk
The Coalfields Regeneration Trust	Silkstone House Pioneer Close, Manvers Way Rotherham S63 7JZ	01709 760 272	info@coalfields-regen.org.uk	www.coalfields-regen.org.uk
Commission for Architecture and the Built Environment (CABE)	1 Kemble Street London WC2B 4AN	020 7070 6700	enquiries@cabe.org.uk	www.cabe.org.uk
Department for Culture Media and Sport (DCMS)	2-4 Cockspur Street London SW1Y 5DH	020 7211 6200	enquiries@culture.gov.uk	www.culture.gov.uk
Department for Environment, Food and Rural Affairs (DEFRA)	Customer Contact Unit Eastbury House 30-34 Albert Embankment London SE1 7TL	020 7238 6951	helpline@defra.gsi.gov.uk	www.defra.gov.uk
English Heritage	Customer Services Dept PO Box 569 Swindon SN2 2YP	0870 333 1181	customers@english-heritage.org.uk	www.english-heritage.org.uk
English Partnerships	Corporate Headquarters: 110 Buckingham Palace Road London SW1W 9SA	020 7881 1600	mail@englishpartnerships.co.uk	www.englishpartnerships.co.uk
English Partnerships: National Consultancy Unit	Central Business Exchange II 414-428 Midsummer Boulevard Central Milton Keynes MK9 2EA	01908 692 692		

Name	Address	Phone	Email	Website
Environment Agency	National Customer Contact Centre PO Box 544 Rotherham S60 1BY	08708 506 506	enquiries@environment-agency.gov.uk	www.environment-agency.gov.uk
Forestry Commission	231 Costorphine Road Edinburgh EH12 7AT	0131 334 0303	enquiries@forestry.gsi.gov.uk	www.forestry.gov.uk
The Glass-House Trust	51 Tabernacle Street London EC2A 4AA	020 7490 4583	info@theglasshouse.org.uk	www.theglasshouse.org.uk
GreenSpace	Caversham Court Church Road Caversham Reading RG4 7AD	0118 946 9060	info@green-space.org.uk	www.green-space.org.uk
Groundwork UK	Lockside 5 Scotland Street Birmingham B1 2RR	0121 236 8565	info@groundwork.org.uk	www.groundwork.org.uk
Housing Corporation	Corporate Office: Maple House 149 Tottenham Court Road London WC1T 7BN	0845 230 7000		www.housingcorp.gov.uk
Institute of Public Policy Research (IPPR)	30–32 Southampton Street Covent Garden London WC2E 7RA	020 7470 6100		www.ippr.org.uk
Institute for Sport, Parks and Leisure (ISPAL)	Abbey Business Centre 1650 Arlington Business Park Theale, Reading RG7 4SA	0844 418 0077	infocentre@ispal.org.uk	www.ispal.org.uk
The Landscape Institute	33 Great Portland Street London W1W 8GQ	020 7299 4500	mail@landscapeinstitute.org	www.landscapeinstitute.org
Learning Through Landscapes	3rd Floor, Southside Offices The Law Courts Winchester SO23 9DL	01962 845 811	member@ltl.org.uk	www.ltl.org.uk

Name	Address	Phone	Email	Website
The Local Government Task Force		020 7837 8286	info@lgtf.org.uk	www.lgtf.org.uk
National Playing Fields Association	Head Office: 2d Woodstock Studios 36 Woodstock Grove London W12 8LE	020 8735 3380	info@fieldsintrust.org	www.npfa.co.uk
Natural England	1 East Parade Sheffield S1 2ET	0114 241 8920	enquiries@naturalengland.org.uk	www.naturalengland.org.uk
Office of Government Commerce (OGC)	Property and Construction Directorate Trevelyan House Great Peter Street London SW1P 2BY	0845 000 4999	servicedesk@ogc.gsi.gov.uk	www.ogc.gov.uk
Open Spaces Society	25a Bell Street Henley-on-Thames Oxfordshire RG9 2BA	01491 573535	hq@oss.org.uk	www.oss.org.uk
Prince's Foundation	19-22 Charlotte Road London EC2A 3SG	020 7613 8500	enquiry@princes-foundation.org	www.princes-foundation.org
Royal Institute of British Architects (RIBA)	66 Portland Place London W1B 1AD	020 7580 5533	info@inst.riba.org Client Services cs@inst.riba.org.uk	www.architecture.com
Royal Institute of Chartered Surveyors (RICS)	12 Great George Street Parliament Square London SW1P 3AD	020 7222 7000 General Enquiries 0870 333 1600	contactrics@rics.org	www.rics.org
Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA)	8 John Adam Street London WC2N 6EZ	020 7930 5115	general@rsa.org.uk	www.thersa.org
Royal Town Planning Institute (RTPI)	41 Botolph Lane London EC3R 8DL	020 7929 9494		www.rtpi.org.uk
Sustainable Development Commission	Room 101, 55 Whitehall c/o 3-8 Whitehall Place London SW1A 2HH	020 7270 8498	enquiries@sd-commission.gsi.gov.uk	www.sd-commission.org.uk

Name	Address	Phone	Email	Website
Town and Country Planning Association (TCPA)	17 Carlton House Terrace London SW1Y 5AS	020 7930 8903	tcpa@tcpa.org.uk	www.tcpa.org.uk
Urban Design Alliance (UDAL)	c/o Institution of Civil Engineers One Great George Street Westminster, London SW1P 3AA	07766 463994	contact@udal.org.uk	www.udal.org.uk
Urban Design Group	70 Cowcross Street London EC1M 6EJ	020 7250 0892	admin@udg.org.uk	www.udg.org.uk
Urban Land Institute	ULI Europe 29 Gloucester Place London W1U 8HX	020 7487 9577	customerservice@uli.org	www.commerce.uli.org
The Wildlife Trusts Partnership	The Kiln, Waterside Mather Road Newark NG24 1WT	01636 677711	enquiry@wildlifetrusts.org	www.wildlifetrusts.org

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