Governance Strategy

Empowering the Community

APRIL 2019
The proposals for Gilston Park Estate respond to the requirements of Policy GA1 of the East Herts District Plan and specifically the Garden City principles identified at criteria III of the policy. The table below identifies which of the ‘strategies’ submitted in support of the application address the requirements of each Garden City principle.

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<thead>
<tr>
<th>Garden City Principle</th>
<th>Relevant Gilston Park Estate Strategy</th>
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<tr>
<td>Strong vision, leadership and community engagement</td>
<td>Placemaking Strategy</td>
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<td>Governance Strategy</td>
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<td>Land value capture to deliver the social and physical infrastructure for the benefit of the community</td>
<td>Governance Strategy</td>
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<td>Education and Learning Strategy</td>
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<td>Long-term community ownership of land and stewardship of assets</td>
<td>Governance Strategy</td>
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<td>Mixed-tenure homes and housing types including those that are genuinely affordable</td>
<td>Housing Strategy</td>
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<td>Placemaking Strategy</td>
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<tr>
<td>A wide range of local jobs within easy commuting distance of homes</td>
<td>Inclusive Growth Strategy</td>
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<td>Placemaking Strategy</td>
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<td>Sustainable Movement Strategy</td>
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<td>Beautifully and imaginatively designed homes with access to open space, combining the best of town and country to create healthy communities, and including opportunities to grow food</td>
<td>Placemaking Strategy</td>
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<td>Health and Wellbeing Strategy</td>
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<td>Housing Strategy</td>
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<td>Natural and Historic Landscape Strategy</td>
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<td>Development that enhances the natural environment, providing a comprehensive green infrastructure network and net biodiversity gains, and that uses energy-positive technology to ensure climate resilience</td>
<td>Natural and Historic Landscape Strategy</td>
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<td>Sustainability Strategy</td>
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<td>Placemaking Strategy</td>
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<td>Strong cultural, recreational and shopping facilities in walkable, vibrant, sociable communities</td>
<td>Placemaking Strategy</td>
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<td>Sustainable Movement Strategy</td>
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<td>Integrated and accessible sustainable transport systems, with walking, cycling and public transport designed to be the most attractive forms of local transport for new residents to travel within the Gilston Area and to key local destinations</td>
<td>Sustainable Movement Strategy</td>
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Governance commitments

Places for People commits to:

1. Agreeing long-term, legally binding and enforceable Governance arrangements for the Gilston Area as part of the Planning Permission.

2. Parklands and open space will be covered by a ‘triple lock’ of planning policy, restrictions in the planning permission and the transfer of land at the end of the development so that local people have ownership and control of their use in the future.

3. The establishment of ‘Village Bodies’ for each of our six villages and a ‘Strategic Community Body’ for whole development to oversee long term Governance.

4. Membership of the Strategic Community Body will include the current parishes and the new villages and therefore be accountable to local people.

5. A Shadow Board will be established early in the process to ensure that residents can influence the development of the Landscape Masterplans and Village Masterplans and identify ‘early wins’ – projects of benefit to the community.

6. A Community Re-Investment Approach will be adopted which captures land value to invest £650 million in infrastructure to support the development.

7. Business Plans will be produced to ensure that all items of infrastructure have identified and funded stewardship arrangements, including transfer to community bodies.

8. Transparent reporting and monitoring arrangements will be established to ensure that commitments are delivered and developers are accountable.
The original Garden City ideals were shaped by people who believed in a better, more sustainable and more co-operative way of living. By endowing land and assets into community ownership, profits and rents can fund continued maintenance and community investment annually. The community remains in control and has a direct say in planning for the future.

If we look at Letchworth today, we can see how that vision and foresight at its creation has stood the test of time. The community has an asset base that supports initiatives, activities and facilities that the community governs. As Letchworth decides whether it needs more homes, it is the local community that has the say where they should go. That is truly democratic local governance – and we want to make sure that the stewardship and governance arrangements we put in place for Gilston Park Estate will be equally effective in the future; benefitting the existing communities as well as the new residents.

The Town & Country Planning Association (TCPA) has identified key lessons from the original Garden Cities and the challenges facing the subsequent new towns (and other large-scale development) to inform the long-term stewardship of assets.

1. **Incorporate long-term stewardship from the outset, starting with local plans, through masterplans and s.106 agreements. Engage the community; think about what is happening beyond the site boundary and with potential neighbours; consider the range of community assets, including green spaces and services; identify and follow in turn each key step in the stewardship approach.**

2. **Identify long-term revenue as well as capital costs; proactively manage land and property; take an entrepreneurial approach; save money through good design and develop stewardship services as the community grows.**

3. **Get the correct governance structure; assemble the right team and maintain a positive dialogue with community residents.**
When it acquired Gilston Park Estate, Places for People made a commitment to East Herts Council and to the existing communities in and around Gilston that they would be directly involved in its long-term governance; working with their new “neighbour” villages to be as one community for generations to come.

We committed that the undeveloped land and new parklands would be transferred into community ownership by the end of the development so that local people would have ownership and control of their use in the future.

We have developed a stewardship model to ensure effective and high-quality place management and maintenance can be delivered at every level and will ensure a robust business plan is in place; committing resources and assets to ensure its long-term sustainability.

We will work with the Parish Councils and support their Neighbourhood Planning work; identifying “early win” initiatives that bring benefit to the people living around the site now and to put in place measures to mitigate impacts wherever possible on individual homes and businesses.

We look forward to working with the Council, Garden Town team and local communities to help ensure that Gilston Park is a worthy successor to Letchworth’s legacy in the County where the first Garden Cities were created.

Our vision for Gilston Park Estate has always been to create a beautiful and resilient place. We believe the approach outlined in this Governance Strategy will help ensure we can realise it.
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A long-term commitment
The Gilston Park Estate will deliver 8,500 new homes, community facilities, shops and services. The Development will consist of six linked villages, each with its own character, housing type and village centre. A seventh village (which, in combination with the Gilston Park Estate, makes up the Gilston Area), is under separate ownership and will be delivered to the west, linked by a road and cycle network. Places for People has been committed, since it bought an interest at Gilston, to ensuring that arrangements are in place to involve current and future residents in its design, delivery and management.

These commitments have informed national policy on governance for Garden Towns including the requirement of the Government that they must set out strategic long term thinking and delivery arrangements. Long-term stewardship of land and facilities is a priority for the Harlow and Gilston Garden Town. The requirement for stewardship has also been incorporated into the Local Plan policy allocation for the Gilston Area. Places for People, working with EHDC, has also engaged with the local parish councils who see the issue as a priority and this strategy reflects the outcome of those conversations and the commitments within the Concept Development Framework.

This Strategy shows how a governance structure will be put in place to ensure communities are involved in all stages of the development process and that facilities and infrastructure will be funded, managed and maintained and that they continue to provide a service and an asset to the community in perpetuity. It sets out a flexible framework for the development, recognising that communities will need space to forge their own future and to respond to changes in the economy and public policy as Gilston develops. It proposes a process through which resources and legal commitments are guaranteed at the outset but that partners still have choices about the longer-term arrangements.

It does not include commitments on behalf of the owners of Village 7, although EHDC will require binding structures and minimum commitments in order to meet the policy requirement. Places for People’s strategy deliberately allows for an integrated approach provided that the Village 7 developer meets a proportionate share of the costs. However, it does assume that Village 7 will support and commit to this approach, as it did at Local Plan stage and in the production of the Concept Development Framework. Therefore any actions including transfer of assets and provision of long term income streams for Governance should be assumed to also apply to the land in Village 7 owned by Briggens Estate 1 Limited.
This strategy is intended to be a ‘live’ document of which the detail will be further developed with stakeholders through the processes described below. It therefore sets out the principles and core approaches proposed by Places for People, but also how more detailed elements will be agreed as part of the establishment of the Governance structure.

The role of the Governance Strategy
Governance can be defined as:

“the exercise of political, economic and administrative authority in the management of a place”.

In essence, it is about how decisions are made and by whom and how the quality of a place can be sustained. Having appropriate Governance arrangements in place at the outset of a development is essential to its ultimate success as a ‘place’. It allows legal structures to be put in place that provide a vehicle for the involvement of the local community, that secure long-term resident involvement, allow land and assets to be held in trust and for contributions to be guaranteed for long term management.

Governance strategy, objectives and proposed approach
In drawing up this Governance Strategy, Places for People has undertaken extensive research; looking at both past and current governance arrangements for new places. It has worked with the Town and Country Planning Association (TCPA), whose work in this area has informed government policy, and with EHDC, and the local community. Places for People has also drawn on its extensive experience of providing and maintaining social, community and physical, including green, infrastructure to a high standard.

In recognition of the scale of development and the challenges of creating a new community alongside an existing one over an extended period it has produced an integrated, bespoke strategy which combines:

- Extensive community engagement and involvement throughout the ongoing planning process, including the Masterplans for each village and the Landscape Masterplan;
- Long term ‘Community Re-Investment’ providing early infrastructure investment secured against land value uplifts and long-term returns;
- ‘Locked’ assets which require timely delivery and early restrictions on non-developed land alongside resources for maintenance;
- A phased approach which allows assets to be legally transferred to Community Bodies as the development proceeds and villages or phases are completed.
It has been agreed between Places for People and EHDC that governance arrangements need to be secured at the time of planning permission and implemented from the outset of the development. They will need to ensure that both current and future residents can shape and influence the development and that long-term arrangements are put in place for the stewardship of assets on the site.

Policy GA1 iii(h) of the Adopted East Hertfordshire Local Plan (2018) requires that Open Space and Parkland area is transferred to a community trust or other mechanism that ensures long term Governance. It is also agreed that wider arrangements will need to be put in place to deliver and manage the open space, public realm and community facilities required by Policy GA1 and included in the Concept Framework.

East Herts Council’s Executive confirmed in 2018 that it would seek for facilities and infrastructure in new developments to be managed by bespoke Community Asset Management Bodies (CAMBs).

The following six objectives underpin the approach that Places for People will take towards Governance and the Governance structure.

1. **Quality**
   - The Gilston Park Estate development will be bound by agreed design and quality principles and a robust and accountable decision-making process which ensures these are adhered to throughout the delivery process.

2. **Continuity**
   - Places for People is committed to retaining a stake in the development in the long term. But irrespective of this commitment, the planning and master planning process and the Governance structure will ensure that the obligations made now will be consistently applied regardless of the developer or body who delivers the development and no matter the timescale of delivery. Gilston Park is currently a tenanted, productive estate and arrangements will need to ensure that relationships are maintained with tenants and that impacts on their businesses and livelihoods are minimised.

3. **Consultation**
   - There will be clear, defined ways for the community to influence decision-making both during the planning process and relating to the long-term stewardship of assets.

4. **Sustainability**
   - There will be robust processes in place to ensure that community assets entrusted to the Governance structure can be managed in a financially sustainable way and to a standard that meets the community’s expectations. Governance arrangements will be endowed with the appropriate level of funding in the early phases and will be endowed with revenue generating assets in the long term.
5. Community ownership and accountability

- Assets will be endowed to the governance structure – and this structure will have representatives from both the new and existing communities and other stakeholders or interest groups in addition to Places for People.
- Places for People’s stake in the assets will decline over time as the new community grows.
- Ownership will transition until the point where the community (via selected or elected board members who are representative of the community) has the majority voting power in the governance structure
- Representatives on the Community Body(ies) will be accountable to their communities

6. Risk management

- Risks and liabilities for all assets endowed to the governance structure will be balanced by appropriate opportunities and revenue streams.
- The governance structure must have in place a risk management procedure and an early warning system to project when liabilities may exceed revenues.

Content of this Strategy

This Governance Strategy has four chapters:

- **Placemaking** provides an overview of the development and its content and the key issues that it raises for the Governance Strategy;
- **Planning and Masterplanning** sets out how Places for People and EHDC have committed to carry the proposals forward through the planning process, when the key milestones for engagement and decision making are and how these will be structured to provide certainty, transparency and accountability over the lifetime of the development.
- **Delivery of Development** sets out the process of constructing each component from strategic infrastructure, community facilities to individual homes or groups of homes.
- **Management and Stewardship** presents the commitments Places for People will make to formalise the long-term management of each of component of the development. This includes the approach to the legal structure; the involvement of stakeholders; processes for engagement; management of funds and financial sustainability; and monitoring and flexibility/adaptability.
2  Placemaking

The Design and Access Statement (DAS) and Development Specification set out the detailed content of the planning application and its relationship with the wider area. These documents build on the extensive background research and consultation undertaken with the Council, local residents, statutory consultees and service providers.

Places for People’s Masterplan for Gilston Park Estate comprises six villages, ranging in size from 750 to 1,800 homes; each including a village centre and supporting facilities such as shops, schools, community centres and play areas. The villages are set in a ‘necklace’ around a central park, with extensive parkland, farmland and woods to the north which will be safeguarded from any future development. These areas, along with buffers and green wedges will provide separation from the existing villages, although footpaths, cycleways and roads will provide access to the facilities. A seventh village, based on similar principles and with 1,500 homes, is being promoted by Briggens Estate 1 Limited.

The layout of the Masterplan, the approach to green and open space and the relationship with the existing villages has informed the development of this Governance Strategy.

The main picture below shows the site wide open space and the individual villages, including Village 7. This suggests a higher level, site-wide approach to strategic elements of infrastructure, particularly for the land safeguarded from development which is particularly important to existing residents.

The inset picture shows an illustrative village, in this case village 2, including the village centre. This provides the opportunity for more ‘localised’ governance functions for the villages themselves and for the villages, along with the current parishes, to be represented on the strategic ‘site wide’ structure. It also allows for community involvement in the design and planning process for each village, and the detailed applications for plots and buildings. This is dealt with further in the following sections.
Figure 1: Governance elements and levels
Introduction

Places for People is submitting three planning applications: an outline planning application (OPA) for the Masterplan and its uses described above, and two separate full planning applications for crossings over the River Stort. The OPA has already been informed by a ‘Concept Framework’ which was subject of extensive consultation and informed the Local Plan site allocation.

The OPA will be consistent with the Concept Framework and set the overall broad uses and parameters for Gilston Park Estate and each of the villages.

Village Masterplans and Design Codes will then be submitted and approved which set out more detail for each of the individual villages, followed by detailed applications for plots (usually groups of homes or village centres) and larger buildings (e.g. schools). Each of these planning stages will offer the opportunity for community involvement, initially from current residents who, over time, will be joined by the residents of the new villages who will begin to influence the development of their own areas.

This overall process, as set out in the Concept Framework, is shown in Figure 2.

Figure 2: Gilston Park Estate – overall planning process
Stage 1: Outline Planning Application (“OPA”)
The OPA is for 8,500 homes, across Villages 1 to 6 of the Gilston Park Estate. The OPA is subject to a series of parameters and principles within a Development Specification and Parameter Plans, to guide the detailed design of the development at the Village Masterplan and design codes, and reserved matters application stages.

The parameters effectively set the rules within which the more detailed designs come forward and with which they must comply. They create a flexible framework which is capable of responding to the needs of the scheme, and the aspirations of key stakeholders involved in its delivery, but always respecting the principles that have been consulted on and reflected in the Concept Framework and ensuring that the development is brought forward in a way that is consistent with the detailed Environmental Assessments that have been undertaken and that areas are safeguarded.

The Parameter Plans are maps that set out which development will happen where, in what ways, and the areas that will be safeguarded from development. This includes the definitions of the village areas, the acceptable uses within those villages and maximum heights for buildings, non-developed areas, open spaces and buffers with existing villages, existing land and buildings and where they will be retained or re-developed, and the proposed routes, the public right of way network, access points and links to the wider network.

The Development Specification is a written document which explains how the details contained on each plan are to be interpreted and applied. This includes details of the amounts of each type of use (e.g. homes, shops, schools) for the development as a whole and each village, the various development and environmental standards that will be applied and a description of the delivery and implementation process, including an explanation of the approach to the infrastructure triggers.

Decision making, conditions and obligations
The OPA will be determined by EHDC. The planning permission for the site will ensure that the commitments set out in the Parameter Plans and Development Specification are legally binding by securing compliance through legally binding ‘conditions’ and, where necessary, through a Section 106 agreement – an enforceable signed agreement between the Council and the applicant that secures the commitment to deliver the required infrastructure. This will include triggers which essentially prevent development progressing beyond a certain point unless an infrastructure item is delivered. The conditions and obligations will also secure the process for the production and approval of the Village and Landscape Masterplans, and then the detailed reserved matters applications, for individual plots.
The development of the Concept Framework and Masterplan has been underway for nearly a decade and has been subject to extensive consultation and engagement processes locally as set out in the Statement of Community Involvement included with the application.

Stage 2: Village masterplans, Design Codes and landscape masterplan

The next stage of the planning process will involve more focussed and detailed Masterplans at two levels:

- **A Landscape Masterplan** which will cover the land safeguarded from development by the Parameter Plans. As the development will be built over a 15 to 20-year period, the Landscape Masterplan will need to be updated alongside the production of each Village Masterplan. The first version will fix the boundaries of the strategic landscape areas and the detailed boundaries and infrastructure for Village 1.

- **Village Masterplans** and design codes: which will flesh out the parameters that have been approved in the OPA, fixing the key elements and character of each village alongside design codes.

Landscape and Village Masterplans and design codes will be required by planning conditions and will be approved by the Council. The development, and subsequent detailed applications for individual plots and buildings will need to be consistent with the Landscape and Village Masterplans and design codes.

The spatial scope of the Masterplans is consistent with the two main levels identified for the governance structure: strategic site wide and village focussed. The production of these Masterplans will enable the strategy to shift from consultation to a partnership focussed approach, particularly in relation to the Landscape Masterplan. This approach is consistent with Part IV of Policy GA1 in the East Herts Local Plan which requires engagement with local communities and other stakeholders in the Village Masterplan and design code process and we would expect it to be reflected in any engagement strategy that is produced by the Council.

Following the grant of Outline Planning Permission (OPP), Places for People intends to establish a Strategic Community Body Board which will have immediate influence and decision-making responsibility for defined parts of the strategic open space. Further details are set out in Section 5, below, but this will over time include design, operation and management of strategic open spaces.
Places for People proposes that, prior to the signing of the Section 106 Agreement and the formation of the Strategic Community Body, a Shadow Community Body Board be set up. It will act initially as a consultee on the brief and execution of the initial Landscape Masterplan, having a more formal joint client role on future iterations.

For the Village Strategies Masterplans and design codes, engagement will need to employ innovative techniques for involving the community in their production. Although existing residents are important stakeholders, those with the greatest long-term interest in the design will be those who will live there, and who, by definition, are not currently there to be consulted with. For the first village Places for People will consider opportunities for engaging groups in different ways including young people, young families and first-time buyers, those who are interested in moving to the area and older people. This will also include engagement with people from nearby towns and the Harlow and Gilston Garden Town. As residents begin to move into the development, there will be more opportunity to consult new residents along with current neighbours for later village masterplans and design codes.

**Stage 3: Plots and buildings**

Detailed proposals for plots, groups of plots or larger individual buildings will be produced which will be required to be consistent with the Village and Landscape Masterplans and the overall parameters in the OPP. This might include, for example, the group of buildings around a village centre, a park and play area, a group of 100 or so homes, or a school or health centre. These reserved matters applications (RMAs) will be considered and determined by East Herts District Council.

It is anticipated that these RMAs will be compiled and submitted by whoever is responsible for delivering that particular plot – for example: Places for People, a housebuilder, a school provider, a business, or a community or voluntary body, including a community body. They will be required to consult with various stakeholders, including community bodies when they are established, and also with other relevant organisations.

All applications will be required to abide by relevant conditions and planning obligations. Places for People, as landowner will be also be able to place restrictions on the use of land and the obligation to take part in or contribute to wider governance activities through any land sale contracts or leases.
Wider policy context and consultation

The three stages of the planning process will take place within a wider policy and stakeholder engagement process, both for the Gilston Area and the Garden Town.

**Gilston Area Charter and the Hunsdon, Eastwick and Gilston Neighbourhood Planning Group**

East Herts District Council intends to produce a Supplementary Planning Document (SPD) to guide development in the area. This was intended to take the form of a Gilston Area Charter to ‘set out the commitment to the practical actions and processes that will be undertaken to deliver a high-quality development for the Gilston Area’. It is the intention that this should promote the comprehensive and coherent development of the Gilston Area, set out clear actions and processes which are considered necessary to deliver a high-quality place and provide clarity on the relationship with Garden City Principles, the Garden Town Vision and the Gilston Area Concept Framework.

The Council has stated its intention to produce this document through a collaborative process with local stakeholders including landowners and developers and the Hunsdon, Eastwick and Gilston Neighbourhood Planning Group (NPG), through the Gilston Steering Group. The Council and its partners are finalising the scope and content of the Charter to ensure that it provides a clear framework for development and does not create confusion amongst the existing policy and guidance, or other ongoing work, including the Concept Framework, emerging Neighbourhood Plans, and the Strategic Design Guide submitted with this Outline Planning Application. For its part, Places for People has confirmed its commitment to working with the NPG through this and other processes to ensure that any policy is ‘co-created’ and safeguards the quality and vision enshrined in the adopted Local Plan policy. Our current understanding is that any SPD is likely to be produced after the outline application is submitted.

As set out in Section 5, below, it is intended that the Strategic Community Body Board will include representatives from the current villages around the site, probably through Parish Council nominees. These parishes, and other local residents’ groups are active participants in the NPG. This will mean that these bodies will be able to play an active role in the development of the Landscape Masterplan and any detailed proposals for those areas which are the responsibility of the Community Body. They will then be able to consider the relationship of this landscape and open space planning with the wider neighbourhood activity and functions and activities of the parishes.

**Quality Review Panel**

The Gilston Park Estate is part of the Harlow and Gilston Garden Town, a collaboration between East Herts, Epping Forest and Harlow District Councils and Hertfordshire and Essex County Councils. The
Councils have established a Quality Review Panel (QRP), to provide ‘critical friend’ advice and design guidance to ensure that plans and delivery of strategic sites are of the highest quality.

The QRP brings together leading practitioners across a broad range of expertise, including urban design/town planning, landscape architecture, transport infrastructure, social infrastructure, sustainability, development delivery and heritage. The composition and remit of the panel reflects a review process that is multi-disciplinary, collaborative and enabling. As well as formal reviews, the panel will provide support to Council officers through Chair’s reviews and Surgery Reviews. Gilston Park Estate proposals have been reviewed by the QRP before submission of the outline planning application, and will be again before submission of the Village/Landscape Masterplans and possibly larger plots and buildings.

Implementation and monitoring

As set out above, the OPA will be subject to detailed conditions and obligations to ensure that the development is built and managed in accordance with the policy requirements and commitments made by the applicants through the planning process. This will be supplemented by the Landscape and Village Masterplans and design codes, which will be required by enforceable planning conditions and with which the detailed proposals for plots and buildings will need to be consistent. There will also be bespoke review groups including key stakeholders (for example of Transport and Education) which will monitor the delivery of the development and triggering and delivery of mitigation measures.

Places for People recognises that the monitoring and enforcement of these conditions and obligations are of major importance to both current and future residents who will want to be sure that all developers deliver what they have committed to. In normal circumstances, the developer pays a charge to the Local Planning Authority (LPA) which then monitors the discharge of conditions and Section 106 obligations.

In this case, however, Places for People would like to work with EHDC and local stakeholders to pilot a more transparent approach. This might, for example, involve the establishment of a website, or online platform which identifies the status of all conditions, and reports from review groups, and presents all the information submitted to the LPA. There is also the potential for conditions to be regularly reported on to the Gilston Steering Group, or successor body and/or the Community Bodies (see Section 5 for definitions of these terms). This transparency would help ensure that standards are adhered to and where necessary enforced.
4 Delivery of development

Introduction

Places for People is the landowner of the six villages in the Gilston Area. Places for People is a large-scale placemaking and regeneration business. Originating in the Housing Association sector, it is still one of the largest Registered Provider groups in the country. However, its activities cover the full spectrum of development from buying land, to planning new places, to building homes and facilities, and to managing those places for the long term. It owns and or manages over 195,000 homes. Critically, it remains a ‘not-for-dividend’ organisation so all of the profits it makes from commercial activities are invested back into delivering social value.

These re-investment principles underpin Places for People’s approach to delivery and long-term investment in the Gilston area and in particular two aspects of the Garden City Principles that are enshrined in Policy GA1 of the East Herts Local Plan:

- *Land value capture to deliver the social and physical infrastructure for the benefit of the community;* and,

- *Long-term community ownership of land and stewardship of assets.*

Master developer role

Places for People will take the ‘Master Developer’ role in bringing forward the development of Gilston Park Estate. This is the type of role which has previously been played by either private companies or Development Corporations in the development of large-scale new places.

This role requires a number of key elements:

- The ownership of land on a sufficient scale to underpin the early and long-term investment required for the creation of a new place;

- To use that land interest – and the long term returns that can provide – to underpin securing the early stage capital investment (in access, site preparation, pipes and wires and social infrastructure) which unlocks the ability to build the homes;

- The scale and balance sheet strength to secure the long-term funding for that investment on affordable terms;

- The ability to manage a complex planning and development process to deliver the permissions and then build the infrastructure and homes;

- The experience of working with public and private sector partners to share risk, package and sell sites or bring them forward through joint ventures allowing diversified products to come forward;
• The willingness and vision to consider the long-term approach to re-investment and management of the place to ensure quality (and value) is maintained and residents are committed to the place.

It is rare for these capabilities to be present in a single organisation which is why so few developments at this scale have been delivered in the UK in recent years.

Places for People has the capability and extensive experience of raising funding from the capital markets. It has recently established PIP Capital, its own accredited fund Management Platform, which supplements its traditional access to finance through its strong balance sheet.

This allows it to secure planning permission and fund and deliver the full range of social and physical infrastructure required by Local Plan Policy, based in part on the future land value uplift generated by the site allocation and planning permission. Places for People anticipates it will then deliver approximately a third of the homes itself through its Group companies; also selling land to third party developers, investors and housebuilders as well as allowing for innovative housing models such as Community Land Trusts, and self and custom build.

These sales help service and pay down the debt, but Places for People takes a longer-term view of its returns using an asset management rather than land trading return measure. Places for People seeks a long-term blended return across the full range of products and tenures with a particular focus on securing early cashflow which incentivises early development. This medium to long term approach makes Places for People less vulnerable to property market cycles because of return horizons and diverse types of housing. This allowed Places for People to continue to develop and be more resilient than standard housebuilders in the last economic downturn.

It is inevitable that a development such as this, which will take 15 – 20 years to deliver will encounter a number of different economic cycles. This approach will help ensure that we can continue to deliver and avoid the ‘stop-start’ of many purely market-led developments.

This also incentivises the approach to management and stewardship set out in the following section of this strategy as it safeguards investment and adds value over time, allowing gains to be shared with the community.

Other planning documents set out in full the detailed list of infrastructure that will be provided and Places for People are working with EHDC, the County Council, and other infrastructure providers to identify the required lead in times and triggers related to each infrastructure element. As Master Developer, Places for People will retain a strategic overview and control of this delivery.
The social and physical infrastructure, costing £650 million, that will be funded by Places for People through this model comprises:

- Enabling works, strategic earthworks and landscaping;
- Drainage and Utilities;
- Roads and Access;
- Open Space and Parkland;
- Education and Schools;
- Health;
- Sports and Leisure
- Community and Village Centres

Places for People has a track record of delivering such infrastructure on major developments such as Brooklands at Milton Keynes, including accelerating the delivery of infrastructure in advance of that required by the authorities in recognition of the importance of early placemaking.

**Plot development**

This infrastructure investment will effectively provide a 'development platform' on which the villages, and their new homes, shops, business premises, parks, play areas and other facilities will be built. This will be through the development of sub-areas or plots within the villages.

Places for People anticipates it will directly build a minimum of a third of the homes itself providing a wide range of housing products meeting the full range of needs as set out in the Housing Strategy. It will retain a long-term interest in much of this property – particularly rental products – being responsible for its management and allocation and securing long term patient returns.

Other plots will be sold to other housing and commercial developers with sales values reflecting Places for People’s infrastructure investment. Development of these plots will be governed by the same conditions and obligations as part of the overall planning permissions and landscape and village masterplans and design codes. Places for People may also place requirements through any land sale agreements relating to design quality, management and standards of the individual plot, and contributions to wider stewardship, the latter depending on the model adopted.

Both strategic and local infrastructure items may either be delivered by, or transferred to the ownership of, the Community Bodies. In addition, there may be the scope for these bodies to undertake some plot development for example for small locally focussed community housing developments that would provide a long-term income stream and meet local needs.

**Institutions**

Delivery models for items of social infrastructure will be agreed with providers and other stakeholders. For example, while schools will be operated by a school provider, they may be specified by the County Council or the provider, procured and delivered by Places for People or the County Council before being provided on a long lease to the provider. Similar options will be available for the delivery of health and other facilities.

The Section 106 agreement will ensure a framework which requires the delivery of the infrastructure whilst allowing the flexibility to respond to the preferred approach with partners to these issues when the infrastructure is required. Given the long time period of the development and inevitably changing government policy in relation to these items such flexibility will be essential.
Community Re-Investment model

The flowchart in Figure 3 brings together the model described above to show how Places for People’s Master Developer approach will combine with a Community Re-Investment model to ensure that investment in infrastructure is supported by land value uplift from plot sales and from Places for People’s investment in assets. This model then allows the transfer of infrastructure and assets into a long-term governance structure over which residents will ultimately have control.

Figure 3: Master developer and community re-investment model
Land value capture

The proposed approach reflects the Land Value Capture model for development being promoted both nationally and at the local level. The current Government’s 2017 Election Manifesto stated that:

“we will work with private and public sector house builders to capture the increase in land value created when they build to reinvest in local infrastructure, essential services and further housing, making it both easier and more certain that public sector landowners, and communities themselves, benefit from the increase in land value from urban regeneration and development”

The Garden Town partners have produced a ‘How to’ Guide for Planning Obligations, Land Value Capture and Development Viability (2019) which, among other things sets out four ways in which strategic developments will make equitable contributions to land value capture. The approach set out in this strategy and the wider planning application combines these approaches:

- **Achieving high quality design:** The Gilston Park Estate proposals will deliver exemplary design standards as set out in the Design and Access Statement and secured through the design, approval and monitoring process described in Section 3 above;

- **Delivering infrastructure on-site:** As described in this section, the Gilston Park proposals will provide for £650 million of infrastructure through a Community Re-Investment model;

- **Contributing to Garden Town infrastructure:** The infrastructure provided includes strategic infrastructure as identified in the Garden Town Infrastructure Delivery Plan including essential parts of the Sustainable Transport Corridor;

- **Providing services, endowments/assets and governance arrangements to support on-going stewardship:** the following section describes the long-term stewardship and Governance proposals which includes endowment of assets and long-term income streams to support community governance.
Overall approach
The long-term governance arrangements which are used on a day-to-day basis in our existing villages, towns and cities have developed over centuries. They include a wide and complex range of bodies, funding arrangements, legal structures and means of accountability. For a new development on the scale of Gilston Park Estate, we are trying to plan these structures from a relatively blank sheet – albeit with the existing parishes and public bodies having varying roles and responsibilities. As illustrated by EHDC’s policy in relation to new assets, there is less appetite and resources for local authorities to take on the roles they may have done in the past and therefore a need to consider innovative approaches to management.

At the most basic level, there is a requirement to ensure that all of the infrastructure items that will be provided as part of the development have clear ownership and long-term funding arrangements to ensure that they are managed and maintained to a high standard. Beyond that, however, is the wider objective to enable community governance which helps the new development (and its residents) integrate with the existing communities, and jointly take decisions on how the area develops in the future.

The current villages
There are three local parish Councils immediately adjacent to the Gilston Park site. These are Eastwick & Gilston, Hunsdon and High Wych. The former two are involved in Neighbourhood Planning and all, along with Widford Parish Council, are members of the Gilston Steering Group.

The local authorities
The Gilston site itself is in East Herts District, in the County of Hertfordshire. These two authorities, along with Harlow Council and Essex County Council are members of the Gilston Steering Group. All of these authorities, along with Epping Forest are part of the Harlow and Gilston Garden Town.

Current agricultural tenants and businesses
Gilston Park is currently a tenanted, productive estate. The governance arrangements will need to ensure that relationships with tenants are maintained and to minimise the impact on their businesses and livelihoods. Places for People has pro-actively worked with the existing estate tenants to ensure land will come forward for development on a phased basis whilst enabling them to continue operating for as long as they can. Parts of the non-developed area are likely to continue to be farmland in the longer term and the arrangements for and timing of the transfer of this land to the Community Body will need to reflect this.
Gilston Park Estate
As set out above, the Gilston Park development will add, over a fifteen to twenty-year period, another six villages alongside the seventh village being promoted by Briggens Estate 1 Limited.

These villages will form the basic ‘building blocks’ of this Governance Strategy. Each village will have identified infrastructure costs and amenities and detailed proposals for the development of the villages will be brought forward within the framework of the overall Masterplan. Each village will have its own local infrastructure - for example primary schools, and village centres.

For the wider ‘strategic’ infrastructure and particularly the parks and open spaces, the existing parishes have an interest alongside these villages.

On this basis, and consistent with the Masterplan and planning and development process, Places for People proposes a two-level governance structure:

- **A village level** – following the village-based nature of the Masterplan;
- **‘Strategic’ level** – which will be responsible for the strategic open space and involve a Community Body.

Each of these levels will have ‘core’ responsibilities which are defined in this strategy and will be secured in the Section 106 agreement. There are other infrastructure items for which long-term governance arrangements will need to be put in place which will be the responsibility of specific or bespoke providers, and others such as sports and leisure provision and green buffers/Sustainable Urban Drainage (SuDs) which could be the responsibility of either village or strategic levels or bespoke providers. The Section 106 agreement will require that management arrangements are established, and funding provided, for each of these items and, as part of the Landscape and Village Masterplans and design code processes, Places for People will be required to provide further definition on the actual governance of the relevant items.

In addition to these two governance levels, any ‘on plot’ requirements will be required to be provided by the relevant plot developer and strategic social infrastructure, for example schools, health and possibly leisure provision will be operated on long term leases by providers.
Village community bodies
At the village level, Places for People will be responsible for the planning and initial development of 6 of the 7 villages including village centres, community facilities and green and blue infrastructure. Places for People will at this point establish a ‘Shadow’ Village Community Body which will initially work with Places for People in an advisory capacity. The Shadow Village Community Body will be an interim body, set up to inform the structure of the Body and support the transition from Places for People to Community Body control. Arrangements will be established to ensure that all residents have membership of the Village Community Body, possibly through covenants, leaseholds or tenancy agreements depending on the tenure of properties.

Places for People will work with the Shadow Village Community Body to develop a business plan for the management of the village assets that will be the responsibility of the body and ensuring that appropriate funding arrangements are established to provide for long term management of those assets. That could include service or rent charge arrangements, financial endowments and/or sinking funds, fees and charges, and income from the assets themselves. Whilst the use of assets will be ‘locked’ on their completion, they will only be transferred when the body is sufficiently representative and has the necessary critical mass, skills and funding to manage the facilities. This will be underpinned by a guaranteed land option for the Village Community Body to request transfer of the land subject to the achievement of certain conditions such as a demonstration of the sustainability of the body.

Strategic community body
The Strategic Community Body will have a core focus on the parklands and open space. The proposals for management of public and open space reflect a collaborative approach and are also specifically designed to respond to the views expressed during the Local Plan process that undeveloped land needed a permanent safeguard against development.

This was reflected in Policy GA1 The Gilston Area which refers to ‘long term governance arrangements’:

v) The development is expected to address the following provisions and issues:

(h) significant managed public open space and parklands, and a limited number of buildings associated with that use, on the northern section of the site as identified in Figure 11.2, the ownership of which will be transferred to a community trust or other mechanism that ensures long term governance;
The supporting text (paragraph 11.3.7) also states, with respect to Open Space:

“The site allocation covers a large geographical area. However, only the south and south eastern sections of the site will be developed. In addition to development, this part of the site will deliver new green spaces including sports pitches, parks and recreation areas. Within the north and north western sections of the site, a substantial amount of public open space in the form of managed parklands will be provided. This area will therefore remain undeveloped, with the exception of a small number of buildings associated with its recreational use. A community land trust, or other governance mechanism as appropriate, will be established in order to deliver local ownership and management of these assets. This should take place early in the overall development programme. In addition, the environment of the Stort Valley will be enhanced through the provision of new green infrastructure links.”

As part of the governance arrangements it is, therefore, proposed a multiple ‘lock’ which will guarantee against additional growth without the consent of existing and new communities. The multiple ‘lock’ would work as follows:

- The first lock is through the adopted Local Plan policy, with the current draft ensuring that the land in the north of the site is predominantly non-developed;
- The second lock would be by capping the number of homes in the planning permission;
- The third lock is to place the Parkland and other relevant non-developed land under joint community ownership governed by a ‘Community Body’ which would manage the land and make any decisions on its future use. This ‘lock’ will also apply to the ‘Community Body’ with restrictions over the use and development of the land forming part of the transfer agreement.

The Section 106 agreement will set out the process and principles through which the ‘Strategic Community Body’ will be established, the minimum definition of ‘Open Space and Parkland’ in which it will have an interest, its roles and responsibilities in relation to that land, and how that land will be secured and the timing and process for the transfer on beneficial and legal ownership of the land.

It is envisaged that the Strategic Community Body will be a Community Interest Company or similar long-term ownership body. Initial share ownership will include the landowners – partly in lieu of the seven Gilston Area villages (subject to Village 7 contributing to the costs and asset base) – and the three immediate Parish Councils. Arrangements will also be in place for the appointment of Directors from other bodies including potentially the Local Authorities and local interest groups or societies or people with a particular expertise.
Places for People’s ownership and interest in the Strategic Community Body will decrease, progressively, as the development proceeds, with the Villages as they are developed taking on share ownership and nominating representatives to the Board. The Terms of Reference will need to ensure that there are mechanisms to ensure transparency and accountability in the nomination of representatives from all parties, probably related to accountability mechanisms of current Parish Councils and the new Village Bodies. Similarly, the assets and land in the trust will need to be ringfenced and safeguarded so that their stewardship is undertaken in the interests of the community as a whole.

Places for People will continue to engage with the widest range of stakeholders in the development of delivery plans, including harder to reach groups such as young people through, for example, local Youth Councils. It will also be important that new institutions, such as schools or clubs and societies, are consulted and involved by both Places for People and the Community Body during both development and legacy phases. It is proposed that the terms of Reference of the Strategic Community Body will include a requirement to consult with and involve local people and groups from across the community including residents of new developments in the Gilston Area and residents of the current parishes, including those with protected characteristics under the Equality Act 2010.

In a similar process to the Village Bodies, a Shadow Board will be established, possibly before OPP is granted, which can input to the definition of the ‘minimum area’ of open space and parkland and to the Landscape Masterplan process described in Section 3. This would offer the opportunity to identify the broad phasing of the different components of the Landscape Masterplan for which the Strategic Community Body would ultimately have responsibility. The Strategic Community Body would then be in a position to identify an immediate action plan for taking forward plans for initial relevant components.

The reason for defining a ‘minimum area’ for the Open Space and Parkland is that there are some items for which it is clear whether the open space or parkland is of a strategic nature and where the management tasks will be relatively clear – for example, the airfield park and much of the undeveloped land to the north of the site.

Other items, however, may be managed by the Village Bodies or a third party, particularly where they have more complex operational requirements such as the buffers or linear parks which may include Strategic Urban Drainage (SuDS) which require a management plan and need to be maintained. Similarly, identified ecological mitigation measures in the Environmental Statement will need to be defined and long-term management arrangements established. This is not to say that such items will not be managed by the
Strategic Community Body but the costs and benefits of this will need to be reviewed with the Shadow (and then permanent) Board and an appropriate approach agreed.

The Parkland will be transferred or leased to the Strategic Community Body prior to the completion of the Development. If leased, the relevant landowner will retain the freehold interest. The Community Body’s lease will give it full control of day to day operation of the Parkland, within the terms of the lease which will allow the use of the Parkland for Parkland Purposes and other reasonable purposes the Strategic Community Body sees fit. The timing of any such legal transfer will need to be informed by the approach to current and future agricultural tenancies.

Before the land is transferred, the landowners will produce a detailed business plan which will identify each of the assets, the investment in those assets secured through the Section 106 obligations, any fees or income accruing from those assets, and any ongoing requirement for management and maintenance. The current financial model includes assumptions on endowments for all of the major capital investments and this may also be supplemented by additional service charges/rent charges if required. If service or rent charges are used they will be set at a reasonable level, capped and ring fenced to specific functions.

As this infrastructure, along with the secondary school, has a ‘development-wide’ benefit, it is assumed that capital and maintenance costs will be assigned to each village in proportion with the number of homes. It will then be for each landowner to determine how those costs will be apportioned among the residents and tenants of each respective village.

Other parks, allotments and sports fields could be included within the Strategic Community Body to create a critical mass. The Body could combine its endowment income with ongoing income from farm and other leases and/or charges related to the use of facilities, and possibly a share of ground rent or rent charge.

The governance structure will not preclude the ‘site-wide’ management being integrated with that of each village. It may be, for example, more efficient to use the same management company. However, that will be determined by those involved at each level at the time.
Other infrastructure and legacy activity

‘Other infrastructure’ includes those items and types of infrastructure that are not ‘core’ functions of either the village or strategic levels at this stage. They include:

- **Roads and Transport Services** – which are identified in the Transport Strategy. Different types of roads, parking and transport facilities are likely to have different arrangements including public adoption for strategic elements and possibly village level management for more localised access;

- **Utilities and Green Infrastructure** – some of which will be managed by utilities companies themselves but may also be built and managed by bespoke vehicles such as multi service utilities companies which have the potential to provide longer term income streams for wider Governance. As noted above, specific management arrangements will be established for environmental mitigation and SuDS;

- **Sports and Leisure Facilities** – indoor and extensive outdoor provision. Outdoor provision may be integrated into the open space managed by the Strategic Community Body but equally may be managed by schools or in some cases village trusts. In some places, dedicated sports trusts have been established with a specific focus on the management and delivery of sports provisions and Places for People has expertise in this area;

- **‘Large Social Infrastructure’** – where there is an obvious provider with a clear standard operating model and revenue funding i.e. school funded by the Education and Skills Funding Agency (ESFA) and run under current national government policy, it would be transferred to a Trust/Trusts on a long leasehold under the terms set out in regulations. Primary healthcare provision would probably be leased to an NHS provider.

There is likely to be a range of activity and/or assets which will need long term, post development arrangements established to ensure ongoing investment and maintenance. These could relate, for example, to sustainable transport and travel, waste, and ecology and sustainability. Some of these will relate to the operation of the assets described above whilst others may have more ‘stand-alone’ requirements. Places for People will review any commitments required by conditions or planning obligations to ensure that where necessary legacy arrangements are in place and agree with the relevant legacy body – whether that be the Village or Strategic Body or another operator, how that will be resourced.

In common with other assets, Places for People will undertake business planning for each asset type which will identify investment requirements, funding sources and management arrangements. It will do this in consultation with relevant statutory bodies, infrastructure providers and the Village and Strategic Community Bodies.
Community housing
The scale of development at Gilston will provide the opportunity for a range of housing tenures and Places for People will be seeking actively to promote diversity in housing provision particularly for small builders, custom builders and potentially community housing. The latter offers the potential for partnership working with current local providers or with the local parishes and/or other stakeholders to develop specific housing and products which relate to immediate village needs. Such provision could be taken forward through either or both the Village and Strategic Community Bodies and provide them with a further asset and income stream. Places for People will explore these options with partners as it further develops its housing strategy.

In the longer-term, Places for People will consider the potential for an endowment or income generating assets which could support these activities further.

Funding
This will be considered as part of the process of developing business plans for the Village Bodies and the Strategic Community Body which will set out the funding sources that will be applied to the stewardship of assets and other activities. These will be influenced by the types of assets and activities that require management, the potential sources of income generation from those assets, and the legal framework in operation when that phase comes forward.

Subject to these considerations funding sources could include the following:
- Endowments: of land, assets or financial contributions;
- Trading income and rents: from commercial assets or housing;
- Ground Rents;
- Service Charges.

In the latter two cases Places for People will ensure that any charges are reasonable, ring-fenced to relevant purposes and proportionate and capped. This will apply to both direct development and development on plots sold to housebuilders or commercial developers.

Community development and Services
As well as the management of physical assets and provision an effective governance structure will also provide community development activity and service provision for residents.

In the first instance, Places for People will put in place early community development and support activities for new residents of the development to avoid isolation and begin to build a community identity. It will seek to do this in partnership with existing parishes, community and voluntary organisations and churches.
Overview
The approach described above proposes a Governance Strategy that incorporates three stages:

- Planning and Masterplanning
- Delivery
- Stewardship and management

It is based on two main levels of governance structure, which reflects the character of the proposed Gilston Park Estate and the surrounding area. This involves:

- **A Village level** – with a ‘Community Body’ for each village following the village-based nature of the Masterplan;
- **‘Strategic’ level** – with a ‘Community Body’ comprising representatives of the existing parishes and new villages responsible for, at a minimum, the strategic open space.

These Community Bodies will be involved as far as possible in all three stages, helping to define the Landscape and Village masterplans and design codes; being consulted on the specification and procurement of relevant infrastructure items, and taking on long term management responsibility – supported by necessary funding. They are intended to be established with enough flexibility to expand their roles, or alternatively merge or share services.

The whole approach is underpinned by Places for People’s ‘Community Re-Investment Model’ which secures large scale early infrastructure investment underpinned by land sales and long-term development income.

The broad governance structure, and requirements relating to each of the infrastructure items, will be defined in the Section 106 agreement with sufficient flexibility for the approach to develop over time. The broad evolution of the structure is illustrated below.

Stage 1: Starting point
Figure 4 illustrates the starting point of the development. The green circles represent the existing parishes and their residents. The blue circles show the six Gilston Park villages and the black circle Village 7. None of these new villages by definition have any residents. Places for People will, therefore, need to establish the strategic body, representing future villages and work with the current parishes in relation to site wide issues and particularly the Landscape Masterplan and approach to Open Space and Parkland.

It will be Places for People’s responsibility to secure planning permissions and finance to begin to deliver infrastructure requirements. This is likely to include the first stages of open space and landscape infrastructure in partnership with the Shadow Strategic Community Body.
The shadow board(s) are expected to transition to permanent board(s) the time the S106 is signed.

It is likely that each Village will need to have in place ‘interim’ governance arrangements as the developments are progressed. This interim arrangement will need to serve the community during the time before the size of the new community and its asset endowment are large enough to be self-sustaining. It is likely that there will be overlapping periods when more than one village is in development. Equally, some villages will be completed and ‘mature’ whilst others are still being built.
Stage 2: Mid-point
As the development progresses, the early villages will begin to have residential populations and the Village and Strategic Community Bodies will be involved in consultation and engagement on Village Masterplanning, design codes and plot development. The Strategic Body will begin to play a more central role leading on future iterations of the Landscape masterplan and the components of that Masterplan for which it has direct responsibility.

Monitoring and review processes will have been established and the Village and Strategic Bodies will be able to monitor and safeguard the implementation of development principles. Asset transfer will have begun to the more advanced villages.

As shown in Figure 5 the role of the villages in the governance structure will have expanded and the role of Places for People will have reduced as the village population expands. Village Community Body(ies) representatives will sit on the Strategic Community Body along with those of the existing parishes.

Figure 5: Governance structure: mid-point
Stage 3: End point

By the time the development is completed, the villages will have taken their full role in the governance structure and Places for People will have withdrawn, subject to any ongoing role through their ongoing interest in assets in the villages. The planning stage will have been completed although the Village and Community Bodies may have an ongoing role in safeguarding the integrity of the Masterplan in the same way as Hampstead Garden Suburb or the ‘Great Estates’ have through restrictive covenants requiring approval for any significant changes.

Land and assets will have been transferred to the Village and Community Bodies. It will be up to the participants at this stage to decide whether they wish to change or vary the legal structure. This will be subject to the Articles and Memorandum of Association of the Company and restrictions on assets when transferred.

Figure 6: Governance structure: end-point
Community governance review
A local authority can undertake a Community Governance Review of existing and future parish boundaries under the powers of the Local Government and Public Involvement in Health Act 2007. A review can also be triggered by a petition from parishes. Such a review is undertaken in consultation with parishes, electors and other stakeholders. A review can recommend changing parish boundaries, grouping parishes under a Common Council, creating new parishes (including mergers), abolishing parishes and changing electoral arrangements.

Such a review, should it happen, is likely to be some time down the line but has the potential to consider how the long-term management of the various assets might be taken forward beyond the development period.

Risk management
Given the importance of long-term stewardship to the Gilston Area Places for People will take an active risk management approach to each element of the Governance Strategy. This will involve ensuring reversionary clauses in asset transfers should standards not be achieved, fallback positions for the Community Bodies, and safeguards against attempts by small groups or individuals to control and/or benefit from the ‘Community Bodies’.
Appendix 1: Community body draft terms of reference

Site Wide Community Body

Terms of Reference and Membership

Membership, Procedures and Accountability

Voting
Initially 2 votes in relation to each village
One vote for all non-village representatives
Votes require
- majority of village votes; and
- majority on non-village votes

Quorate
Only if representatives of at least 4 villages and
Two non-village representatives
Chair

Power to delegate

Frequency of meeting
Quarterly unless otherwise agreed
On notice at the request of at least 3 representative votes

Transfer of votes
Places for People must transfer one their votes to the village organisation on practical completion of the village with the other vote to be transferred when the adjacent village(s) are practically complete.

Briggens Estate must transfer their votes to the village organisation on practical completion of the village.

Other bodies can not transfer their votes other than to a similar representative body and only with the majority consent of the village votes.

Notice of meetings

Shareholding
Organisation controlled by the members

Process for nomination of village representative/ absence of village representative

Asset lock on all assets held

Not for profit

Shadow Board of the Strategic Community Body:
Timing of Establishment: [tbc but before PP]
To operate until Section 106 agreement signed which will trigger permanent Board
Membership:
Places for People
Briggens/City and Provincial
Eastwick and Gilston PC
Hunsdon PC
High Wych PC
East HertsDC (Observer)
Harlow DC (Observer)
Herts County Council (Observer)

Responsibilities
• To act as an advisory and consultative body in advance of the establishment of the (Permanent) Strategic Community Body including:
  — To receive reports and agree the terms of reference and draft Business Plan for the (permanent Community Body)
  — To receive and comment on proposals on the appropriate long term Governance arrangements for non-developed land, including the ‘minimum’ non-developed land that will be transferred to the ‘Community Body’, likely to include Eastwick Wood Country Park, Hunsdon Airfield Country Park and agricultural land; and that which will be transferred either to the ‘Strategic Community Body’ or a ‘Village Body’ including Strategic Green Corridors and Buffers, Gilston Park and Playing Fields;
  — To identify possible items for ‘early delivery’ with Places for People and help develop plans for those items
  — To review and comment on the brief for the Landscape Masterplan
  — To receive and comment on the strategy for engagement in the development of the Landscape Masterplan
  — To receive and comment on presentations of the Draft Landscape Masterplan
  — To make observations to EHDC which will be considered in the sign off of the Landscape Masterplan

Permanent Board of the Strategic Community Body
Timing of Establishment: Following signature of Section 106 Agreement

Membership (subject to Legal Status)
Places for People (In ‘trust’ role for the six Gilston Park Estate Villages with each village to nominate its own representative after [50%] of dwellings in that village are occupied)
Briggens/City and Provincial
Eastwick and Gilston PC
Hunsdon PC
High Wych PC
East Herts DC (observer)
Harlow DC (observer)
Herts CC (observer)
Responsibilities

To ensure the long-term management and stewardship of the ‘Community Assets’ which are transferred to the body and in particular the preservation, protection and improvement for the public benefit of the parklands and open space, including securing appropriate public access, conservation of natural plant and animal life, active recreation, and the enhancement of heritage assets.

To actively manage green and open space and Sustainable Urban Drainage, and ancillary or associated provision, including where appropriate on a contracted basis, provided that is within the Gilston Area and consistent with wider aims and objectives.

To fund, commission or provide directly activities to provide for the long-term health, wellbeing and recreation for the communities covered by the Gilston Area and the neighbouring parishes of Eastwick and Gilston, Hunsdon and High Wych.

To receive funding and manage assets, including agricultural tenancies, and charge for access to or provision of services to re-invest in achieving its wider objectives.

To employ staff directly and enter into contracts with third parties to undertake any of its functions;

To consult with and involve local people and groups from across the community including residents of new developments in the Gilston Area and residents of the current parishes, including those with protected characteristics under the Equality Act 2010;

To be responsible for the Gilston Area Legacy Landscape Masterplan and provide input to statutory bodies in consideration of the Masterplan and other planning matters;

To receive monitoring reports from the developer/s of the Gilston Area and EHDC on the discharge of planning conditions and obligations in relation to development in the area.
The outline planning application for Gilston Park Estate is accompanied by a suite of application documents. A number of documents have been submitted for formal approval, as identified below. Other documents are submitted in support of the application which consists of ‘strategies’ that provide a topic specific explanation of the approach to development at Gilston Park Estate, and ‘technical’ documents that analyse the compliance of the proposals from a planning policy and guidance context. The strategies draw on information from a variety of the technical documents as graphically presented below.

### Outline Planning Application

#### Documents for Approval

- Planning application forms and certificates
- Application Drawings
- Development Specification
- Strategic Design Guide

#### Supporting Documents

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### Planning Permission

- Application Drawings
- Development Specification
- Strategic Design Guide
- Environmental Statement Mitigation
- S106 Agreement / Planning Conditions