



Community Stewardship Solutions

PATHWAY TO STEWARDSHIP AND PLACEMAKING

**at Tendring
Colchester Borders
Garden Community**

Prepared for Essex
County Council,
Colchester City Council,
and Tendring District
Council

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A photograph of a dirt path winding through a lush green forest. The path is covered in fallen leaves and branches. The trees are tall and have dense green foliage. The image is framed by two large green diagonal overlays: one in the top-left corner and another in the bottom-right corner. The text 'Executive Summary' is written in white, bold, sans-serif font across the top-left green overlay.

Executive Summary

Executive Summary

- This Stewardship and Placemaking Framework is intended to set out the emerging aspirations, key features and a suggested approach to the long-term management, maintenance, and community use of all the community infrastructure within the proposed Tendring Colchester Borders Garden Community (TCBGC) development. (Section 1)
- Stewardship is much more than just the day-to-day maintenance of the facilities, although that remains an important part. Stewardship is also about how the community land and assets are utilised and by whom, in order to build an inclusive, diverse, and cohesive community in which everyone feels a part. This will all be achieved through the planning, development, resourcing, and implementation of a range of relevant stewardship activities under the two main themes:
 - a. Management of the community infrastructure, which includes green and blue infrastructure and other buildings/assets, that are identified to be owned by the community and not adopted by public authorities
 - b. Placemaking: Enabling the activation of the new community by facilitating community development and activities, meeting its evolving needs and aspirations, including integration beyond the boundaries of the site (Section 1)
- Tendring Colchester Borders Garden Community (TCBGC) is planned to meet the strategic needs of a growing population over the next 30 to 40 years for housing, employment and community facilities and infrastructure. The new development will be on a large area of land east of Colchester, crossing borders into Tendring District as well as bordering the University of Essex. It is a joint project between Essex County Council, Colchester City Council and Tendring District Council and will involve the provision of 7,500 – 9,000 homes to be built over the next 30 years. (Section 1)
- Latimer, the master developer, aspire to build new homes and associated community facilities including a new secondary school, primary schools and early years facilities, a health and wellbeing centre, provision of new indoor leisure and sports facilities, new community parks, allotments, a new country park and play areas. (Section 3)
- Essex County Council, Colchester City Council and Tendring District Council's joint goal is to designate clear responsibility for owning and effectively managing all the public land and community facilities to a consistent and high standard, and to maximise the social and community benefits, to build a vibrant, viable and sustainable new community. A strategy for high-quality stewardship and placemaking providing detail of the community ownership, management and planned use of the public realm and community assets will be a key requirement to achieve this goal. (Section 1)
- As it will be the responsibility of the developer, Latimer, to produce a full Stewardship Strategy as part of their planning application, the Councils would like to provide a high-level Stewardship and Placemaking Framework to progress stewardship planning and help inform the planning application's Stewardship Strategy. To that end, the councils commissioned the research and development of this high-level Stewardship and Placemaking Framework for the Garden

Community, to outline the aspirations for the future Stewardship Strategy, designed to meet best practice and align with the overarching key principles outlined in the Development Plan Document (DPD). (Section 1)

- This report has been written for the three Councils to outline the Stewardship and Placemaking Framework to support the anticipated planning application to be submitted by Latimer. The Framework will form the first stage of a high-quality Stewardship and Placemaking Strategy for TCBGC, providing an opportunity to facilitate a stewardship model suitable to be adopted across the entire Garden Community. It contains a summary of the detailed community mapping undertaken to understand the needs of the identified surrounding communities in Colchester and Tendring, as well as a summary of the discussions that took place throughout the council workshops. A full community mapping report can be found in Appendix A. (Section 3)
- This report will be a helpful tool providing information and guidance to help inform the development of a more comprehensive Stewardship and Placemaking Strategy which will ensure delivery on the TCBGC vision. This Stewardship and Placemaking Framework will be a helpful tool to inform future discussion with key stakeholders, setting out the vision, aims and activities, and a proposed structure within a governance framework to meet the requirements for a Stewardship Body for the new Garden Community, a key requirement of the DPD. (Section 1)
- A full Stewardship Strategy will be submitted by Latimer with a full analysis of the stewardship options, to be undertaken and reviewed against six key suggested criteria, namely:
 1. Ability to fulfil the required roles and responsibilities in perpetuity
 2. Appropriate accountable governance structure, with local stakeholder control upon completion
 3. Sufficient financial resources for start-up, development and long-term viability
 4. Credibility and acceptance by the Local Authorities, Latimer, and future local residents and other stakeholders (including adjacent town and parish councils)
 5. Affordable and equitable service charge
 6. Flexibility to respond to changing circumstances
- This Stewardship and Placemaking framework considers both the proposed public open space and community facilities within the new development, as well as the existing provision and associated implications for the surrounding neighbourhoods. All the public land and facilities that are not adopted by public bodies, i.e. the parks, children's play areas, community buildings, sports and leisure facilities, and the public open space, will be considered for ownership, maintenance, and management in perpetuity by a capable, accountable, and robust locally managed organisation. (Section 2)
- The suggested stewardship solution for Tendring Colchester Borders Garden Community (TCBGC) is to create a new stewardship and legacy body accountable to residents and other relevant stakeholders. Such an overarching organisation could be established as a charitable company, to take ownership and management responsibility for all the public open spaces and community facilities, as well as deliver a range of community services, and particularly for community development. The Stewardship Body will receive income from a range of sources to meet its establishment and maintenance liabilities, which will require a resident and commercial contribution, as well as income from the hiring out of community facilities and other potential income streams to help supplement and/or offset resident contributions. (Section 5)

- Stewardship will also enhance the placemaking aims through a strong programme of community creation and wellbeing activities. From the moment residents move into their homes, they will be welcomed and encouraged to join in and help develop events, activities and other initiatives, which will be open to both TCBGC residents and those in neighbouring communities. The Stewardship Body will develop a culture of participation and volunteering that will make a significant contribution to community wellbeing. (Section 4)

Governance and Decision Making

- The Stewardship Body required for TCBGC will be a charitable organisation, accountable to residents and other relevant stakeholders, with its own board of trustees delivering public benefit in and around the garden community. The model of a charitable organisation is recommended as it provides a sufficiently robust but dynamic organisation structure with the necessary legal framework for the ownership of assets and responsibility for resources, whilst also ensuring strong management and accountability for service delivery, demonstrable public benefit, fiscal benefits, and inclusive community participation. However the Stewardship Strategy to be prepared by Latimer will set out the final proposal for corporate structure for the Stewardship Body, taking into consideration the various drivers and objectives set out in this report. (Section 5)
- It is recommended that the Stewardship Body will have a board of directors made up of a range of stakeholders including residents, local authority representatives, the Parish and Town Council(s), local community organisations and faith groups, and specialist stakeholders and business interests. This will enable the board to be accountable to its members who will include residents and key stakeholders, to Companies House, and to the Charity Commission, to comply with legal requirements. The Stewardship Body will be established prior to occupation of the development, with the range of board members evolving over time. (Section 5)
- The framework and structure of the Stewardship Body provides the opportunity to add value and deliver early benefits for the community ahead of first occupation of new homes through infrastructure investment. This will be important for the Garden Community as the development spans across a large area, and so consideration needs to be given to ensure continuity across the development and ensure opportunities to build connection within the new and existing communities. The Stewardship Body will be an enabling organisation, empowering and supporting residents to take initiative, to know their neighbours, start clubs and activities, and to help build that sense of community early on. Integration will be a key feature of this stewardship agenda, where everyone can participate and have a sense of belonging. (Section 3)
- The Stewardship Body may have an associated subsidiary organisation that will deal with areas of work arising from the Stewardship remit, collecting any service charges, and commissioning landscape and facilities management. This would act as the 'engine room', taking over many or all of the day-to-day tasks and responsibilities. Further governance could be built into this approach such as a resident-led Community Forum group and Neighbourhood Advisory Groups focusing on local matters, as well as a 'Friends of' group for the Salary Brook Country Park. An approach ensuring that there is one legally accountable entity leading on stewardship while allowing for an inclusive approach to both resident and wider stakeholder involvement should be the goal when establishing corporate structures and objectives for the stewardship arrangements. (Section 5)

High level Finance Model

- The Stewardship Body must be viable in the long term. To be viable, it will need to ensure that it has sufficient income to meet its responsibilities and associated liabilities and in particular to ensure that it has sufficient revenue to be able to maintain and manage the community facilities and public realm in perpetuity. This Stewardship and Placemaking Framework describes how the Stewardship Body could be financed by a variety of means and its need to remain flexible to changing legislative and taxation environments and requirements, opportunities to leverage different income streams and the needs of the community it serves, with binding commitments that will be approved and delivered in stages. (Section 6)

- Cost assumptions:

Long term cost requirements fall into four broad headings:

1. Management and Maintenance of Public Open Spaces including drainage (SUDS), green infrastructure, play areas, sinking funds and replacement
 2. Management and Maintenance of Community Facilities including operational costs, sinking funds and replacement
 3. Placemaking costs for community development
 4. Core Stewardship Infrastructure including collection of service charge, staff and operations, monitoring and reporting
- Experience has shown from other similar developments that a stewardship charge made on households (index linked) provides a steady income that can be applied towards the maintenance of play areas and open spaces, and community activities, which can help to give new residents a sense of investment in the Stewardship Body. Alternative sources of long term income to contribute to the maintenance and activities will be pursued to help ensure a viable financial basis for the Stewardship Body to plan, but also to help reduce the level of resident contributions that need to be levied to fund such maintenance and activities. The stewardship charge will be levied on a proportionate basis and should be based on an agreed formula, such as rating bands or number of bedrooms. More work will be required based on the proposed housing mix and commercial use offering when clarified to ensure parity and adequate income for the Stewardship Body. (Section 6)

- Income assumptions:

In the medium to long term, the Stewardship Body will have seven main areas of income open to it:

1. Unit charge on all residential and commercial occupiers within TCBGC
2. User charges from letting of community buildings, sports pitches and allotments and events
3. Income from commercial assets forming part of TCBGC
4. Minor sources of income (e.g. car parking, EV charging, solar farm etc.)
5. Interest from investment income
6. Covenant enforcement (if applicable)
7. External funding grants

- As the Garden Community site currently spans across the boundary of two Parish Councils, unparished land, and a Local Authority boundary, it is recommended that a Community Governance

Review will need to be undertaken by Tendring District Council to consider whether it is possible, and desirable, to create a new Parish to cover the entire Garden Community in the future. Consideration will also be required to consider the necessity of whether a Local Authority Boundary Review will be of benefit in the future. A Community Governance Review and Local Authority Boundary Review will need to be considered within the context of future plans for local government reform due to the effects this could have on administrative boundaries. In the absence of any Parish boundary changes early discussions should take place with the Parish Councils to discuss the option for an annual rebate (or in-kind services) to be paid to the Stewardship Body given that Parish precept will be collected from the new homes within TCBGC, but fewer services provided compared with other residents of the Parishes. (Section 5)

- The TCBGC project will be delivered over an anticipated 30 plus year period and the project is still at a relatively early stage in planning and design terms. The final section of the Stewardship and Placemaking Framework summarises the important processes and documents that will build on, guide and take forward the implementation and delivery of this Framework, and how these will be captured in the Section 106 Agreements for the Garden Community. (Section 7)
- Further analysis needs to be completed by the developer, Latimer, to inform a full Stewardship and Placemaking Strategy. This will involve further consideration of best practice examples of what could be achieved at TCBGC in order to understand and articulate the most appropriate option for the shortlisted stewardship solution. The full Stewardship and Placemaking Strategy will prepare in-depth indicative costs, revenue and funding options as well as further set out the governance structure and implementation of the proposed Stewardship Body. (Section 7)



1. Introduction

- 1.1 Purpose and Structure of Framework
- 1.2 Background and Planning Context
- 1.3 Aims and Aspirations of the Development
- 1.4 Approach and Process
- 1.5 Conclusions from Community Mapping

1.1 Purpose and Structure of Framework

This Stewardship and Placemaking Framework is intended to set out the emerging aspirations, key features and suggested approach to the long-term management, maintenance, and community use of all the community infrastructure within the proposed Tendring Colchester Borders Garden Community (TCBGC) development.

Stewardship is much more than just the day-to-day maintenance of the facilities, although that remains an important part. Stewardship is also about how the community land and assets are utilised and by whom, in order to build an inclusive, diverse, and cohesive community in which everyone feels a part. This will all be achieved through the planning, development, resourcing, and implementation of a range of relevant stewardship activities under the two main themes:

- a. Management of the community infrastructure, which includes green and blue infrastructure and other buildings/assets, that are identified to be owned by the community and not adopted by public authorities
- b. Placemaking: Enabling the activation of the new community by facilitating community development and activities, meeting its evolving needs and aspirations, including integration beyond the boundaries of the site

Stewardship is the means to the end, with the end being Placemaking; building a safe and secure environment where people feel rooted, creating a sense of ownership through meaningful community activities and participation, a place that is exceptionally well connected through its green spaces, sustainable transport and infrastructure, footpaths and cycleways. Stewardship and placemaking, when carried out simultaneously and to a high standard, builds on the delivery of infrastructure and facilities and creates connections with new and existing communities. This involves working creatively and innovatively, generating excitement to do things differently, engaging and collaborating with local service providers such as health and education, developing partnerships with local social prescribing networks, and changing the way communities interact with their environment and green spaces. The ability to connect with your neighbour is so important for people's sense of self and wellbeing. When you feel safe, supported and connected that is when you feel part of a community and your house really becomes a home.

This report has been written for the three Councils to outline the Stewardship and Placemaking Framework to support the anticipated planning application to be submitted by Latimer. The Framework will form the first stage of a high-quality Stewardship and Placemaking Strategy for TCBGC, providing an opportunity to facilitate a stewardship model suitable to be adopted across the entire Garden Community. It contains a summary of the detailed community mapping undertaken to understand the needs of the identified surrounding communities in Colchester and Tendring, as well as a summary of the discussions that took place throughout the council workshops. A full community mapping report can be found in Appendix A.

This Stewardship and Placemaking Framework will be a helpful tool providing information and guidance to help inform the development of a more comprehensive high-quality Stewardship and Placemaking Strategy which will ensure delivery on the TCBGC vision, and will provide

the governance and management structure to support the long-term management arrangements of the public open space, play areas and community facilities, as well as deliver practical community engagement and development work to create a strong sense of community. The Stewardship and Placemaking Strategy will be a helpful tool to inform future discussion between Latimer and the local planning authorities, setting out the vision, aims and activities, and a proposed structure within a governance framework to meet the DPD and the council's requirements for a Stewardship Body for TCBGC.

The Garden Community will consist of three distinct neighbourhoods so each phase of development will require pulling together with an overarching Stewardship Strategy to ensure shared governance and management arrangements for the planned community infrastructure and facilities across the entire Garden Community to provide coherence and continuity. This will be particularly important for the existing community of Crockleford, whose needs must be considered carefully in relation to stewardship and retaining Crockleford's sense of identity and community. There will undoubtedly be financial and governance benefits of having a shared Stewardship Strategy in place across the Garden Community, with clear mechanisms for community participation.

This report sets out the context for the development and its ambitions, along with details of a proposed stewardship solution of creating an independent Stewardship Body to be incorporated as a Charitable Company. This framework sets out the aims and stewardship objectives for the Stewardship Body as well as identifying suggestions for the following, which are provided to help guide the preparation of the Stewardship Strategy by Latimer;

- Roles and responsibilities, including assets to be owned and managed and the approach to placemaking
- Governance arrangements
- Finances and resources
- Delivery and implementation timetable and process

This Stewardship and Placemaking Framework sets out suggestions on how to achieve the following principles and expectations for a stewardship solution for the Garden Community:

1. To achieve a high quality of place
2. To steward a range of community assets
3. To promote community identity and cohesion
4. To act with professionalism and entrepreneurship
5. To be financially sustainable
6. To be accountable and well governed
7. To be adaptable and follow an incremental approach

1.1 Background and Planning Context

Tendring Colchester Borders Garden Community (TCBGC) is planned to meet the strategic needs of a growing population over the next 30 to 40 years for housing, employment, community facilities and infrastructure. The new development will be on a large area of land east of Colchester, crossing borders into Tendring District as well as bordering the University of Essex. It is a joint project between Essex County Council, Colchester City Council and Tendring District Council and will involve the provision of 7,500 – 9,000 homes to be built over the next 30 years.

The proposals for the Garden Community are centred around ‘Creating a Place for Life’, a new community that will be a sustainable and attractive place to live, work and visit. Essex County Council, Colchester City Council and Tendring District Council are working together to plan for TCBGC, alongside the master developer Latimer.

The projected need for housing in the future in Colchester and Tendring is expected to be very high, and the local councils are facing challenges in securing options for future expansion of existing towns and villages, particularly around the viability of provision of community infrastructure. In 2021 Colchester City Council and Tendring District Council agreed to formally adopt the North Essex Authorities shared Strategic Section 1 Local Plan to address the long-term need for local housing strategically. The Garden Community approach has since been adopted to think strategically about future housing needs and to meet the demand for new homes.

As well as providing the necessary housing to meet local needs, TCBGC will provide the supporting community facilities and services



alongside employment land for business and industrial use. There will be a new secondary school, primary schools and early years facilities, a health and wellbeing centre, provision of new indoor leisure and sports facilities, new community parks, allotments, a new country park and play areas. It will be served by a network of attractive green spaces to promote biodiversity, wildlife and local ecology, as well as providing opportunities for recreation, health and wellbeing, sustainable urban drainage, and to tackle the climate emergency. There will be a strong emphasis on sustainable transport including new cycle and footpaths, mobility hubs, and improvements to public transport with the introduction of a Rapid Transit System (RTS) and a new dual carriageway Link Road between the A120 and the A133.

The councils wish to ensure that all the public land and community facilities are managed in perpetuity to a consistent and high standard, and to maximise the social and community benefits, building a strong sense of community in the process. This will also support the creation of a brand-new distinct community, where people can live, work and play. Stewardship is therefore an essential requirement for the development of the Garden Community and so arrangements for stewardship and placemaking must be agreed as part of future planning applications.

1.3. Aims and Aspirations of the Development

The vision for the Garden Community is supported by the nine Garden City Principles as set out by the Town and Country Planning Association (TCPA) and has been summarised as ensuring the creation of a vibrant, viable and sustainable new community. The proposed development will be a community that residents and commercial businesses can be proud of, a place where people want to live, work, shop and socialise together, complementing life within the neighbouring communities within Colchester and Tendring.

The DPD sets out six themes to establish purpose, identity and give a clear description of the kind of place the Garden Community could become. Stewardship and Placemaking are at the heart of each one of these and will be embedded into the principles and objectives at each stage of delivery. These are:

1. Nature
2. Buildings, Places and Character
3. Economic Activity and Employment
4. Community and Social Infrastructure
5. Movement and Connections
6. Sustainable Infrastructure

The fourth theme focusing on Community and Social Infrastructure is integral to the Stewardship and Placemaking strategy to ensure delivery of local community services and facilities, including opportunities for joint provision and colocation, to provide services that meet people's needs, are accessible and multi-purpose and innovative. Through this the Garden Community will promote a happy and healthy community that is engaged, empowered, and socially inclusive.

The mission statement for the Garden Community is:

'Tendring Colchester Borders Garden Community aspires to become an exemplar and forward-thinking new community in its own right, while resulting in clear benefits to its surrounding area.'

'The new Garden Community will enable its residents to live healthy, happy, green, sustainable, connected and thriving lifestyles. This is a once in a lifetime opportunity to create a place to live, work and play in a better way'

Stewardship and Placemaking are fundamental to ensure that the community has a stake in the long-term development, maintenance and management of the Garden Community.

The Councils and Latimer wish to ensure the long-term sustainability of TCBGC, which will require a series of objectives and associated activities within two broad themes, namely maintenance of public open space and community facilities, and placemaking.

Thought additionally needs to be given to the considerable impact of the new development on the existing communities neighbouring the Garden Community and the Crockleford neighbourhood inside the development site. This will require an approach aimed at (adding value, positive impact not negative impact) fostering enterprise, enhancing community engagement, and improving local infrastructure which will encourage a strong sense of community identity, while supporting the principal aim of integration, overcoming

some of the challenges so frequently prevalent in equivalent new housing developments, namely:

- inconsistency of standards for open space management
- new settlement blues where new residents can feel socially isolated
- snobbery and/or conflict between private residents and affordable housing tenants
- lack of residents' buy-in and sense of ownership of the new community
- lack of local stakeholder interest
- dilution of the original ambitions for the development
- conflict between existing surrounding communities and the new development, particularly with regard to young people.

The maintenance of public facilities at TCBGC relates not only to communal areas such as the public realm, suitable alternative natural greenspace (SANG), sports facilities, children's play areas and the community buildings, but could also extend to other features that add value to the development and local economy such as local procurement and support for local third sector agencies that deliver social and community benefits. To achieve this, the proposed aims and related activity areas regarding the management of community facilities are for one or more organisations to take responsibility to:

- Maintain and effectively manage community land and facilities
- Facilitate the creation of a strong and vibrant community

This means that any agreed stewardship vehicle structure will need to take full and long-term responsibility for the open spaces and community buildings, ensuring they are used

for the agreed purposes, and to develop, commission and implement initiatives which will respond to the relevant social, environmental, and economic needs of the new community.

A particular characteristic of TCBGC is that the development sits across both the Parishes of Ardleigh and Elmstead, as well as an area of unparished land, and therefore this Framework takes account of the requirement for the Garden Community to be managed as a whole, whilst playing to the requirement for a local sense of ownership and community in each Parish. It might be beneficial to explore a change to the existing boundaries of the two Parishes through a Community Governance Review.

The Councils have expressed their wish to ensure that the open space and community facilities within the proposed development are managed in perpetuity to a consistent and high standard, and to maximise the social and ecological benefits, building a strong community in the process that integrates with the surrounding communities. The councils also wish to see a pro-active community based participatory governance structure and decision-making processes. The councils have taken a proactive approach to the stewardship agenda through the commissioning of this Framework. The Master Developer Latimer, through engagement with this process, has indicated its intent to bring forward an appropriate stewardship approach at the new development.



Submission Version DPD: Themes

1.4 Approach and Process

Essex County Council, Colchester City Council and Tendring District Council commissioned the research and development of a high-level Stewardship and Placemaking Framework for TCBGC, designed to meet best practice, whilst also meeting Chapter 6 of the Development Plan Document (DPD), Community and Social Infrastructure.

This Stewardship and Placemaking Framework considers both the proposed public open space and community facilities in the new development as well as the existing provision in the surrounding neighbourhoods, and the wider community estate management services. The recommendations in this report come as a result of Community Mapping (Appendix A) encompassing in-depth research of the existing community infrastructure and associated community groups and activities surrounding the Garden Community, in both Colchester and Tendring.

A combination of desk top research, site visits and stakeholder interviews were undertaken between August 2024 and October 2024 with the identified existing and surrounding communities that will be most impacted by the Garden Community. Further desk top research was carried out into the demographics of the population of each area using Census data (2021). The communities that were researched are:

- Greenstead
- St Anne's and St John's
- Wivenhoe
- Elmstead Market
- Crockleford Heath

Stakeholder interviews were conducted with Latimer, Clarion Futures, Community Voluntary Services Tendering (CVST), TCBGC Commu-

ity Liaison Group, Wivenhoe Town Council, Elmstead Parish Council, Ardleigh Parish Council, Essex University, TCBGC Joint Committee, Kingsland Church, Diocese of Chelmsford, and Crockleford and Elmstead Action group. Further community organisations and religious groups were contacted however they did not participate in the interviews.

Alongside this process a series of workshops were held with Officers and Members from Essex County Council, Colchester City Council and Tendring District Council, as well as the Master Developer Latimer between May 2024 and December 2024. The workshops focused on the key principles of Stewardship and Placemaking with the following key aims:

- Understand the key features, opportunities and challenges of the TCBGC area and in particular the local social infrastructure of existing neighbouring community(ies)
- Understand the objectives, approaches, drivers and ideas of the respective stakeholders by stakeholder group and the individual stakeholders
- Consider best practise examples of what could be achieved at TCBGC to deliver on your community and sustainability objectives
- Set out and secure agreement to the potential roles and responsibilities for a quality stewardship and placemaking strategy at TCBGC
- Understand and articulate appropriate best fit options for the long-term management of the community assets
- Prepare indicative costs, revenue and funding options within a financial model for the shortlisted stewardship option(s)
- Prepare an agreed high-level stewardship brief to support the anticipated Planning Application to be submitted in late 2024

1.5 Conclusions from Community Mapping

The community mapping exercise undertaken as part of this framework, is intended to provide a deeper understanding of the needs of the different local communities surrounding TCBGC, understanding the key features and the challenges of the area, as well as identifying any gaps in provision of community assets and infrastructure and opportunities for community investment. This process informs the development of a Stewardship and Placemaking framework that gives consideration to the potential roles and responsibilities for a quality stewardship vehicle, associated governance arrangements, and appropriate options for the long-term management of community assets.

At the start of the Community Mapping process in June 2024, initial desktop research was undertaken to understand the aims and aspirations of the new development and to identify both community assets and community activities across the areas most impacted by the Garden Community, as well as the key social and physical assets (people, places, and spaces) within Colchester and Tendring itself. Site visits to each of the surrounding communities were carried out with the purpose of looking at community infrastructure and visiting local centres, as well as collecting information from community noticeboards that had not been identified during the desk top research. Data analysis using Census Data (2021) was collected to understand the demographic of the population and identify any health and social trends. The full Community Mapping research findings can be found in (Appendix A) of this report.

Throughout August, September and October 2024, the CSS team actively engaged in stakeholder interviews with a range of

community leaders and undertook visits to the existing areas and communities. Through these conversations and the detailed asset audit four conclusions were derived from the analysis to inform the stewardship and placemaking strategy:

1 The open spaces and community facilities are for public benefit for all those who live, work, or visit TCBGC, including those residents in neighbouring communities

- **Social Cohesion:** Community assets, including public spaces and organisations, serve as gathering points where residents can come together, interact, and build relationships.
- **Quality of Life:** Access to services, amenities, and recreational opportunities provided by community assets enhance residents' overall quality of life. Public parks, libraries and healthcare facilities contribute to physical, mental, and emotional well-being, promoting healthier and happier communities.
- **Economic development:** Community assets play a vital role in stimulating economic activity and fostering local prosperity. Businesses thrive when supported by a robust infrastructure, skilled workforce, and vibrant community life.
- **Sense of identity:** Community assets contribute to the unique identity and character of a neighbourhood or area.
- **Environmental Sustainability:** Public open spaces, green infrastructure, and sustainable development practices contribute to environmental sustainability within communities. Access to nature and green areas improve air and water quality, mitigates the urban heat island effect, and provides habitat for wildlife.
- **Empowerment and participation:** Community assets empower residents to actively engage in civic life and decision-

making processes. Access to education, healthcare, and social services ensures that all community members can thrive.

2 A sense of community should be actively developed through planned effective communication and community development activities from first occupation at Tendring Colchester Borders Garden Community

- **People:** The residents of a community are its most valuable asset. Everyone brings unique skills, talents, knowledge, and experiences that contribute to the collective identity and character of the community. Community members can actively participate in various activities, initiatives, and decision-making processes, fostering a sense of belonging and social cohesion. Additionally, residents can volunteer their time and expertise to support community projects, programmes, and events, further strengthening the fabric of the neighbourhood.
- **Organisations:** Community organisations play a vital role in providing essential services, organising events, and advocating for the needs and interests of residents. These organisations can range from local non profits, neighbourhood associations, and cultural institutions to faith-based groups, youth clubs, and social service agencies. By collaborating with these organisations, communities can leverage their resources, expertise, and networks to address pressing issues, promote social inclusion, and enhance the overall quality of life for residents.
- **Buildings:** Buildings and infrastructure within a community serve as physical assets that support various functions and activities. This includes residential properties, commercial establishments, educational facilities, healthcare centres, places of worship, and community centres, among others. These structures not only provide

shelter, services, and amenities but also contribute to the aesthetic appeal and character of the neighbourhood. Preserving and repurposing existing buildings, as well as investing in new developments that align with community needs and values, can enhance the built environment and contribute to the overall vitality of the area.

- **Public open spaces:** Public open spaces, such as parks, playgrounds, and greenways, are essential assets that provide opportunities for activities and events, recreation, relaxation, and social interaction. These spaces serve as gathering points for residents of all ages and backgrounds, fostering a sense of community and belonging. Public open spaces contribute to environmental sustainability by providing habitat for wildlife and promoting biodiversity. Investing in the creation and maintenance of accessible, well-designed public open spaces can enhance the overall liveability and attractiveness of a neighbourhood, promoting physical and mental well-being for residents

3 The Councils and Latimer wish to see the Tendring Colchester Borders Garden Community managed as a coherent whole to ensure consistency of standards throughout, a strong sense of place and to achieve economies of scale

- A Stewardship Body should be established to take ownership and management responsibility of all the public open spaces and community facilities, as well as delivering a range of community services and facilitating community development.
- The Stewardship Body should work closely with existing resident and community associations in the neighbouring communities of Crockleford, Greenstead, St Anne's and St John's, Elmstead Market, Essex University, and Wivenhoe, as well as the two Parish Councils of Ardleigh and Elmstead covering the development area.

These organisations have different visions, varied capacity, resources, and ambition so careful consideration needs to be given to working collaboratively and innovatively to find solutions that meet the needs of current and existing residents. An overarching Stewardship Body would encompass the estate management in TCBGC as well as the placemaking piece across the Garden Community.

4 The community buildings to be transferred to an organisation and any endowment should it be provided will have considerable value, and therefore should be protected when considering the appropriate legal structure to hold these assets

- **Infrastructure Improvement:** Upgrading existing infrastructure and adding new is vital for supporting the needs of a growing population and ensuring the overall liveability of the area. This will include investments in transport, including roads, public transport, and cycling infrastructure, to improve connectivity and mobility. Additionally, initiatives should focus on enhancing assets including play areas, sporting facilities, allotments, and public spaces to promote wellness and leisure activities. Investing in sustainable infrastructure solutions, including green spaces and energy-efficient technologies, will contribute to environmental sustainability and resilience in the new and existing communities.
- **Community Investment:** By investing in and leveraging community assets, communities can promote social equity, economic vitality, environmental sustainability, and overall wellbeing for all residents. By prioritising investments in essential services, infrastructure, and amenities, communities can enhance residents' quality of life, promote social inclusion and reduce social isolation, and create environments that support health, well-being, and prosperity for all.



2. Stewardship Vision, Aims, Objectives and Principles

- 2.1 Scope of Stewardship Responsibilities
- 2.2 Services and Activities Required

Chapter 7 of the DPD Submission Version Plan outlines a requirement for the establishment of a long term and participative stewardship of infrastructure from the outset.

Stewardship ensures the long-term management of public land and community facilities are managed and maintained in perpetuity to a consistent and high standard. Stewardship is much more than just the day-to-day maintenance of the facilities, although that remains an important part.

Stewardship is also about how the community land and assets are utilised and by whom, with the key aim of building an inclusive, diverse, and cohesive community in which everyone can feel a part and can be proud of. This can be achieved through the planning, development, resourcing, and implementation of a range of relevant stewardship activities under two main themes:

- Management of the community infrastructure, which includes green and blue infrastructure and other buildings/assets, that are identified to be owned by the community and not adopted by public authorities.
- Placemaking: Enabling the activation of the new community by facilitating community engagement and activities, meeting its evolving needs and aspirations, and maximising the social and community benefits to encourage a strong sense of identity, including integration within the development and with surrounding communities.

And going further, Stewardship Best Practice:



The objectives of this Stewardship Framework are as follows:

- Ensure open spaces and facilities are well maintained in perpetuity and for public benefit of all those who live, work in or visit the area including existing local residents from surrounding communities
- Develop a sense of community both within TCBGC, between the existing residents in Crockleford, and with the surrounding settlements nearby, through effective communication and community development activities from first occupation
- Establish a Stewardship Body to steward and manage all the open space and community facilities with mechanisms for participation and decision-making from key stakeholders

The proposed Stewardship Body will be underpinned in the way in which it is set up, governed and developed to work in partnership, build community capacity, be responsible to the evolving local community, protect and enhance local ecology and operate on a sustainable basis.

Planning early for stewardship is an important part of the process, coupled with having a clear shared vision for the new community and understanding the needs of the new community and beneficiary catchment. Successful implementation of stewardship requires stakeholder participation, supporting residents to feel empowered to be involved with the co-design and care of community facilities to ensure opportunities are created that facilitate and enable collaboration. This will enable the creation of a Garden Community as a place where it is easy to be healthy and happy.

The council's expectation for long-term stewardship is that it will be considered and built-in from the initial stages of planning and designing the Garden Community, established early-on to ensure that community ownership of

assets is built-in from the beginning, and meaningful community participation is embedded from the outset to enable people to engage in the management of their infrastructure.

2.1 Scope of Stewardship Responsibilities

The scope for the roles and responsibilities for the Stewardship Body to meet these aims fall into core responsibilities and potential services, which can be summarised as follows:

Core Responsibilities

- Trusteeship, management, and maintenance of green and blue infrastructure (i.e. public open spaces, SANG, attenuation ponds, etc.), community buildings and assets to be used for leisure, sports, cultural and arts activities
- Community, cultural and development activity to create a thriving community that is inclusive and strengthens social bonds
- Act as a guardian of covenants and community culture and identity within the development

Potential Community Services

- Enterprise Development: enabling training, employment, and economic development activity, possibly through social enterprise activity in partnership with others and creating opportunities for local businesses to thrive (including opportunities for commercial and meanwhile use projects)
- Provision of local community services: such as recycling, cleaning, care, transport, insurance, broadband, security, “handy-van”

2.2 Services and Activities Required

The aims of TCBGC will be achieved through the planning, development, resourcing, and implementation of a range of relevant activities. The activities are summarised under the two main themes:

- Land and Facilities Management
- Placemaking: Community Engagement and Development

There is considerable inter-relationship between each of these activity themes, not least because land and buildings (Physical Assets) are often the key means to bring people together and build relationships (Social Assets).

Land management includes all aspects of day-to-day maintenance of all the public open spaces, parks, SUDS, and sports pitches, covered by a routine warden (including litter-picking, emptying bins, and basic maintenance and repairs) and regular grass cutting and tree pruning, through to more cyclical maintenance and long-term replacement, particularly of hard landscaping. An asset based community development approach will be adopted designed to actively engage people, understand their needs and interests, and enable them to play a participating role in initiating and delivering services as well as volunteering and helping to take responsibility.



3. Community Assets and Facilities

3.1 District and Neighbourhood Assets

The public open spaces, including the parks, play areas, strategic green gaps, green corridors, sports pitches, allotments, and community buildings that are not to be adopted by public bodies will need robust and effective stewardship arrangements covering their long-term ownership, management, operation, maintenance and eventual replacement. These assets can be collectively referred to as ‘community assets and facilities.’

The Garden Community will deliver local community assets and facilities, including opportunities for joint provision and co-location to provide services which meet people’s needs, and are accessible to all. TCBGC is being planned with the wider community in mind, with facilities and services that will complement and help to sustain existing facilities in Colchester and Tendring.

The new provision brings a sense of opportunity as a result of the new development, and so it will be important to listen to the voice of residents and existing community organisations when planning what the proposed service offer will be, to ensure that there is no duplication or competition of existing provision, but also to address the gaps between what may be missing locally, and reduce demand on those areas where local community activities are already oversubscribed. Any proposed approach to management and delivery of community assets in the Garden Community must bring all of the community facilities into greater collaboration, ensuring that all demographics and needs within the community are met, and that they are accessible and inclusive to all.

Phasing of the delivery of community and social infrastructure is key and should be provided early in the development to ensure that the needs of the community are met from the outset and that the development meets the principle of ‘infrastructure first’. There is an opportunity for the design and planning of the

new facilities to be done in collaboration with the existing community as part of a wider consultation, and to support and empower residents to participate in the design process to create a space the community has ownership of, delivers what is important to them, and that they feel proud to be a part of.

3.1 District Assets and Neighbourhood Assets

The Strategic Landscape Masterplan and Neighbourhood Masterplans are yet to be developed, and there is no definitive asset schedule defined, which will set out further details on the proposed land uses and amenities for the Garden Community, but some of this provision will be within strategic landscape areas, and some within the neighbourhood development areas. The potential responsibilities and associated roles for stewardship at TCBGC essentially fall into two main categories as shown in the diagram below. The diagram sets out the various proposed assets in the Garden Community and helps to further shape thinking about where ownership/management should sit for each asset.

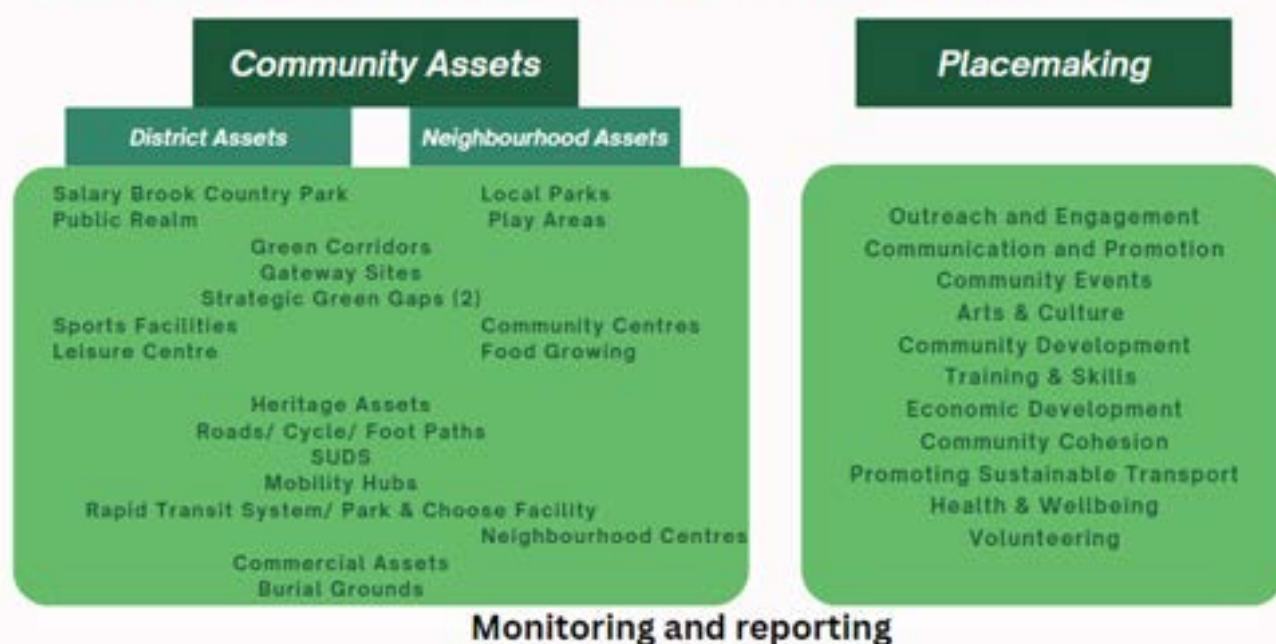
The “Community Assets” cover the ownership, management, and maintenance of green and blue infrastructure (i.e. public open spaces, SUDS, attenuation ponds, etc.), community buildings and assets to be used for leisure, sports, cultural and arts activities, that are not to be adopted by public bodies. These assets are divided into “District” and “Neighbourhood” assets reflecting both the scope of their use as well as the potential differentiated revenue funding sources.

The “District” facilities are the strategic assets that will be designed to serve both the new local residents in the Garden Community as well as the neighbouring existing communities, and the

Neighbourhood” facilities are intended to serve only the new local residents in each of the three neighbourhoods in TCBGC. Ultimately some of this key community infrastructure will be used on both a strategic level and parochial level, and therefore has been shown in the diagram as sitting in the middle to reflect this.

Consideration will need to be given to the funding and management of District assets and Neighbourhood assets to ensure they are equitable, particularly given that the maintenance of some assets such as the SANG will also require specialist management expertise, as well as draw visitors from further afield. It may be necessary to separate ownership (with the associated liabilities) from

Potential Stewardship Responsibilities



A series of facilities and community assets will need to be transferred by Latimer to a third party once they have been created and deemed ‘fit for purpose’ and it is recommended that the ownership of all community assets and community facilities should be under one governing body. Given the council’s requirement for high-quality and long-term stewardship from the outset, it is recommended that a Stewardship Body will need to be established to hold responsibility for managing a range of assets including the green and blue infrastructure, the suitable alternative natural green spaces (SANG), the community centres, sports facilities, public open space, play areas, mobility hubs and allotments across TCBGC.

All of these assets will be important facilities for the community, but with differing income generating capacity and associated costs.

maintenance which could be contracted from a third-party specialist, and thoroughly consider the most appropriate management arrangements for each.

The Stewardship Body must manage and maintain all assets in the Garden Community with a sensitivity to the design and different use intent for each type of asset, whether close-cut grass or meadow, self-managed allotments, or the country park. It will engender a sense of belonging, pride, and ownership among the community so that assets are cared for and achieve their environmental and ecological commitments. All public open spaces, outdoor sports pitches and play areas will be managed to ensure they remain accessible and usable by the general public in perpetuity.

Clear distinguishment of the required roles and responsibilities relating to the community assets is important and so the Councils preferred approach is for all highways and roads to be adopted by Essex County Council, with footpaths, cycle routes and associated surface water drainage to be adopted by the Stewardship Body. Below ground sustainable urban drainage systems (SUDS) should adopted by the statutory water authority. All other community assets including public open space, parks, play areas, allotments, mobility hubs, community buildings, along with their maintenance liabilities should be owned and managed by the Stewardship Body.

There are other items such as sports and leisure provision which if owned by the Stewardship Body, could provide opportunities for joint provision. There has been discussion relating to the Sports Centre being operated by a third party such as Essex University (under a dual-use agreement) however there are multiple challenges for community groups to freely access these spaces when a school or University are given priority, so this is not a recommended approach. The Section 106 agreements will set out the management and funding arrangements for all community infrastructure and assets that are required to be delivered as part of the development, retaining flexibility where appropriate in terms of the solution.

To achieve the long-term stewardship vision, investment is also required to promote the wellbeing of the new community, as part of the placemaking and community development requirements (outlined further in Section 4). Placemaking activities and events are aligned with the concept of healthy place shaping, through a strong programme of community co-creation and activities that support health and wellbeing, enabling residents to breathe life into the built environment and develop a sense of community identity and belonging. From the moment residents move into their

homes, they will be welcomed and encouraged to join in and help develop events, activities, and other initiatives, which will be open to both those who live in TCBGC, and those in neighbouring communities. The placemaking function of the Stewardship Body will develop a culture of participation and volunteering that will make a significant contribution to community wellbeing. Integration will be a key feature of this stewardship agenda, where everyone can participate and share a sense of belonging.

In the case of TCBGC, integration with the neighbouring existing community is a principal objective which will require planned intervention. This requirement is significant for three reasons when considering the future ownership and management arrangements:

- a) Salary Brook Country Park, which is the largest of the public open spaces, will form part of the existing and new communities, and will be utilised by all residents including some from other neighbouring areas
- b) It is intended that all community facilities within the area should be complementary, particularly within the site and with existing facilities in local areas
- c) Local service providers and community and voluntary organisations have a significant role to play in delivery of community services locally and must be harnessed where appropriate

Through the community mapping process, it became evident there are a number of local service providers, and community organisations who play key roles within their communities to facilitate and enable provision of activities, events, and vital support services. Many of these organisations have significant experience and capacity to deliver some of the required roles and responsibilities at TCBGC and benefit from possessing not only local insight but crucially the advantage of having

existing relationships within the community, a local reputation and legacy of community activism, and are considered to be a valued and trusted asset. Working in partnership with existing service providers and community organisations at the earliest opportunity highlights a commitment to developing a culture of collaboration and co-production and supports the long-term vision of early integration.

These service providers and community organisations should be researched more thoroughly for the comprehensive Stewardship and Placemaking Strategy with regard to their capacity, ambition and intent and may include some of the local voluntary sector organisations, faith groups or parish councils in Colchester and Tendring who will be important in terms of partnerships for service delivery.

Recommendations for Community Facilities

1. Investment into inclusive and accessible community facilities that encourage early integration and establish trust with local communities

High quality community spaces:

- Community buildings serve as essential hubs for social, cultural, and recreational activities. Working in partnership with existing community organisations and individuals within the community who are pioneers for change to deliver community services from community buildings in the Garden Community will support integration.
- One key aspect of community spaces is to ensure complementarity between them, perhaps with each having a specialism. The facilities need to be seen as a wider portfolio, rather than a selection of individual sites/assets and in so doing it will be possible to benefit from greater efficiencies and create a coherent offering that the community can rationalise and understand. This is relevant for both within the Garden Community and between the TCBGC and neighbouring community.
- Community spaces can be leased exclusively to one group for focussed delivery; individual spaces within a larger asset licensed out to social impact organisations; or hired out to multiple organisations by the hour, or sections of the day. Each option will provide a return on investment over time, creating a sinking fund for continued maintenance and safeguarding its space within the community.
- Access to sport and leisure facilities is vital for promoting active lifestyles and supporting health and wellbeing. Inadequate provision or access to sports facilities may result in limited opportunities for physical activity, reduced participation in organised sports, and increased sedentary behaviour among residents, particularly the youth. It is therefore recommended that the sport and leisure facilities in the Garden Community are not leased to Essex University as this will vastly limit accessibility for local communities to use the facilities. A dual-use agreement will provide priority for university use over community use which will create further segregation between local communities and the University.

2. Investment into a strategic and collaborative partnership that promotes community cohesion

Establishing a Community Centre Network:

- Greater collaboration between existing community spaces can act as an almost immediate way of reducing costs, increasing reach, sharing resources, and learning from each other's experiences. Opportunities can be explored and harnessed for volume discounts, bulk buying and shared investment. Opportunities for collaboration include negotiating collective contracts for utilities and Wi-Fi, to cover the multiple buildings providing enhanced capacity for discounting, charities working together can have the collective buying power of larger

enterprises, but only if they work together. This can be done simply amongst the multiple community centres in place already, or by joining national organisations designed to facilitate bulk buying discounts.

- Community spaces can collectively invest in a share of a centralised maintenance programme, through a contract with a business or individual to reduce prices and create greater access to services including through the community ownership fund and other central funding bodies.
- Having a centralised booking system can create cross-referral of bookings from one site to the other, helping to inform residents of the multiple assets across the Garden Community, reducing the human or financial resources required for this administrative role. Online platforms including Simply book etc enable the automation of invoicing, payments, key safe code distribution and online contract signing.
- Additionally, community centres can collectively invest in resources to manage social media or wider outreach. The collaboration between multiple community centres will ensure there is no duplication of services within close proximities and instead enables a network of more bespoke activities and services to be delivered from each so that co-marketing does not infringe on others potential income, but instead promotes the complementary variety of offerings. Each centre can take leadership of specific roles and responsibilities dispersing the burden on each individual centre. Developing an Umbrella brand can create a sense of joined up thinking and quality assurance. Just as the National Trust mark across heritage sites does not suggest an identical experience but instead an assurance of quality, cleanliness, efficiency, and reliable content.
- A Community Centre Network will support and upskill staff and volunteers through investment into in-person or online training packages, which is more economical when divided between multiple participants. Such collaboration will result in a more skilled workforce running and maintaining the spaces, and a better experience for the visitors and participants. Training should include how to run a successful community association and how to write successful funding bids, increasing the chance of sustainable long-term funding opportunities.

4. Placemaking



- 4.1 Community Development
- 4.2 Sustainable Lifestyles
- 4.3 Social, Environmental and
- 4.4 Ecological Development
- 4.5 Principal Stakeholders

To meet the vision, aims and objectives of Tendring Colchester Borders Garden Community (TCBGC) there is a requirement for a framework for the Stewardship Body to integrate its approach to the management of the physical assets with a strong focus on community development.

4.1 Community Development

A principal objective of the Stewardship Body is to build a strong and vibrant community where residents and others who work or use the area, share a strong sense of belonging, pride and commitment to its future and wellbeing. The Stewardship Body will facilitate and support residents to take initiative in developing a cohesive community, embracing sustainable lifestyles, and celebrating and enhancing the ecology of the area. The Stewardship Body will help residents develop a strong sense of belonging and social cohesion both within the new community, and with neighbouring areas. It will develop working links with key stakeholders and community groups in the neighbouring area, playing to local strengths.

This ethos will be enshrined into the governance structure (as proposed in section 5) which ensures residents and local community groups are engaged with and listened to so their voice is heard by the Stewardship Body. The Stewardship Body also has an important role in managing the community facilities in a way that encourages and supports volunteering in delivering services, caring for neighbours, or delivering clubs and activities that make a significant contribution to wellbeing such as health walks, running clubs and community gardening.

Early community development activity will, at a minimum, take place from the first occupations to create an inclusive culture

from the beginning, across all tenures and with the existing local communities. This could include:

- Welcome packs and associated welcome events
- Community events and activities based on early indications of community needs and wishes
- Website, newsletters, community noticeboard and use of social media

The Stewardship Body will seek to employ staff or work with others to deliver community development that builds the capacity of the community and supports a strong network of voluntary groups and social connections.

4.2 Sustainable Lifestyles

Building social networks and community pride is crucial to achieving a sustainable community. At TCBGC the physical provision of allotments, footpaths and cycle lanes and wildlife habitats will do much to encourage more sustainable lifestyles. The Stewardship Body will have a role to play to develop sociable and educational activities to engage new residents, and to make connections with key stakeholders in the wider area with an interest in sustainable transport, food, waste and recycling and other initiatives that can support residents and commercial occupants to further the vision of sustainable lifestyles. Planting small orchards in some of the open space can be a simple way to engage residents, particularly young people, in food growing.

A key element of the community development programme and resource will be to educate and promote residents to live sustainably. This extends to the delivery of sustainable transport across TCBGC, including the implementation

of a new Rapid Transit System which will link the Garden Community to Essex University and Colchester City Centre. There is great sense in the Stewardship Body taking over the management and operations of the mobility hubs on behalf of the community to meet and respond to local demand. A key part of this will be to work with local residents to encourage and promote sustainable transport options and active travel in order to meet the modal shift targets for TCBGC. Community activities can help new residents and workers embrace the promotion of walking and cycling, for example with social walks and rides, and cycle training. A school walking bus could be established to encourage families to walk safely to school, thus reducing congestion and pollution at the school gates.

4.3 Social, Environmental and Ecological Development

Latimer are already working actively to support the existing communities to develop community-led projects that aim to promote social, environmental and ecological development. This will need to be built on going forward by the Stewardship Body.

TCBGC will have a key part in providing for the needs of local housing, employment, training, and social opportunities. Particularly through the construction period there will be opportunities for apprenticeships, courses and employment for local people. On an ongoing basis the Stewardship Body will be able to set its procurement policy to favour use of local suppliers, service providers and contractors (where possible) and support local skills and training opportunities too, balanced with the need to secure value for money, relevant and quality skills and other matters relevant to procurement decisions. Latimer's aspiration

for a construction college is exciting and innovative. It will provide courses in construction and related trades to underpin the need to provide local labour as part of the development of TCBGC. This will support the council's objective to create at least one new local job for new residents. Given the high number of students who will live locally and onsite, coupled with the expansion of the Knowledge Gateway, further opportunities for jobs and training should be provided through strengthening the partnership with Essex University.

Healthy outcomes will be at the heart of TCBGC and the work of the Stewardship Body. Healthy place shaping involves addressing the wider determinants of health, which are multiple, diverse and interrelated factors that shape the health of people in an area. These determinants include both the built and natural environment and addressing them can reduce pressure on the health and social care system while increasing economic prosperity and social wellbeing.

Thirty percent of housing at TCBGC will be affordable which means there are lots of opportunities for the councils and Latimer to support some of the most deprived and vulnerable families and individuals in the area. The new homes will be built to support low running costs which will aid the elevation of reducing the fuel poverty gap and enable local people to focus their income on putting food on the table, thus reducing dependency on local food banks. The same approach to environmental credentials should be given to the design and construction of community spaces to help reduce the cost of utilities.

4.4 Principal Stakeholders

In developing this framework, working relationships have been developed between the Councils and Latimer. Moving forward Latimer can play a pivotal role in strengthening these working relationships further as well as involving other key stakeholders such as the parish councils, and local community and faith groups, to play a part in the early stages of stewardship and placemaking.

The Stewardship Body will benefit from participation and engagement from key stakeholders to achieve its objectives, and for mutual benefit, to integrate activities and initiatives in the neighbouring residential communities. The Stewardship Body may relate to stakeholders in one of three ways, which are non-exclusive:

- Representation on the board of Directors or Community Forum (please see Section 5 on Governance for further explanation)
- Partnership projects developed between the Stewardship Body and the stakeholder
- The Stewardship Body commissioning the stakeholder to deliver services or projects

Recommendations for Placemaking

1. Investment into creating an environment that promotes and enhances sustainable living

Delivery of community food growing opportunities:

- The ability to grow food is an important element of community sustainability and could be delivered across TCBGC by the Stewardship Body as part of the open space strategy. Larger allotment and community garden areas can be accommodated in a variety of locations bordering the parks and will be contained by hedgerows and managed by the community. Other opportunities for edible landscapes could be explored to provide a range of possibilities to bring food production to people's doorsteps. These could include raised beds within pocket parks and squares, foraging routes within Salary Brook Country Park, community orchards, and places where food can be produced on vertical surfaces within urban settings, roof gardens and educational facilities linked with the schools.
- Allotments and Community gardens can become part of the fabric of urban areas. They are a great way for families and individuals to grow their own food, providing cost effective ways to secure nutritious food on a regular basis. Though their value is far greater than just that - research has shown that allotments and community gardening contribute to improved health, greater biodiversity, and greater social interaction and cohesion. There is a proven link between spending time in nature and improved mental health and wellbeing. Community gardening initiatives support integration, build relationships and foster friendships, allowing local people to share skills and experience, particularly for those who are unable to commit to the maintenance required on an individual allotment plot or may not feel confident to garden alone.

Delivery of improved Active Travel infrastructure:

- The Stewardship Body should utilise its strong community engagement to help deliver a Sustainable Transport Strategy. The focus should be on providing information to residents on all modes of transport, promoting the Travel Plan and its various measures, as well as oversight and commissioning of an E-bike loan scheme, to encourage modal shift, and to minimise car usage creating an almost instant, sustainable, greener transport solution.
- Accessible and safe travel routes, including pavements, bike lanes, and reliable public transport options, are essential for promoting active travel and reducing reliance on cars. By investing in pedestrian and cycling infrastructure and implementing measures to manage waste, communities can create safer, more accessible, and aesthetically pleasing environments that promote sustainable living and enhance quality of life for all residents. Collaborative working with cycling clubs are invaluable assets.

- Congestion is a huge concern for local residents. The introduction of the Rapid Transit System creates an opportunity to significantly improve local transport. In conjunction with this, promoting alternative modes of transportation such as schemes for cycling, walking, and carpooling can further contribute to sustainable mobility solutions. The improvement of bus timetables and bus routes will help minimise traffic congestion, provide affordable solutions for those on no- or low-incomes and enhance the local economy with residents more able to access local shops, health services. Strong active travel networks between the Garden Community and Essex University are needed to support the student population to feel integrated, particularly given the student accommodation that will be present in TCBGC.
- The linked roles of community engagement, community development and sustainable transport are crucial to initiate social rides, social walks, walking buses for schools, and training and educational activities, particularly for families and children to achieve the overall placemaking goals. The success of these types of schemes will help to influence a culture of movement that leans away from traditional car use.

Delivery of Activities and Events that embed sustainable culture and identity:

The Stewardship Body will have a role in placemaking and community development. Potential programmes include:

- Garden communities' festival – each Saturday community activities could be run in a central location, encouraging integration and cohesion between residents that will be essential as the development of each neighbourhood increasingly merge boundaries between them. This could incorporate a market for local arts and crafts, small businesses and entrepreneurs, as well as local food grown in the community gardens. A landmark event will draw people from within the Garden Community and from nearby to come together, celebrate and share.
- Public Art and character creation – to ensure early participation in plans for public art, a working group could be established to encourage residents, especially young people, to get involved in development ideas for themes for public art and/or ways of creating character and identity for each of the neighbourhoods within the new Garden Community. This could include incorporating interwoven themes based on the heritage and history of the site, as well as sharing ideas of what the new Garden Community will look like in years to come. Artworks co-created with residents build identity, character and vibrancy.
- Wayfinding project – there is a role for culture and the arts in wayfinding to create consistent messages and branding which can be rolled out into promotional activities, as well as support communities to move around sustainably. Wayfinding will play a huge part in the character of the place. These types of projects help to connect people with the natural landscape and their neighbourhood.
- Place naming project – consulting with stakeholders and residents to produce a collection of names for key landmarks, roads, and infrastructure provides a good opportunity to re-engage with local people positively, creates a sense of place, and helps to root new neighbourhoods in their context.

A background image showing a group of people in a meeting or library setting. A man in the foreground is wearing glasses and a blue shirt, looking down. Other people are visible in the background, some looking at books or documents. The image is partially covered by a green diagonal overlay.

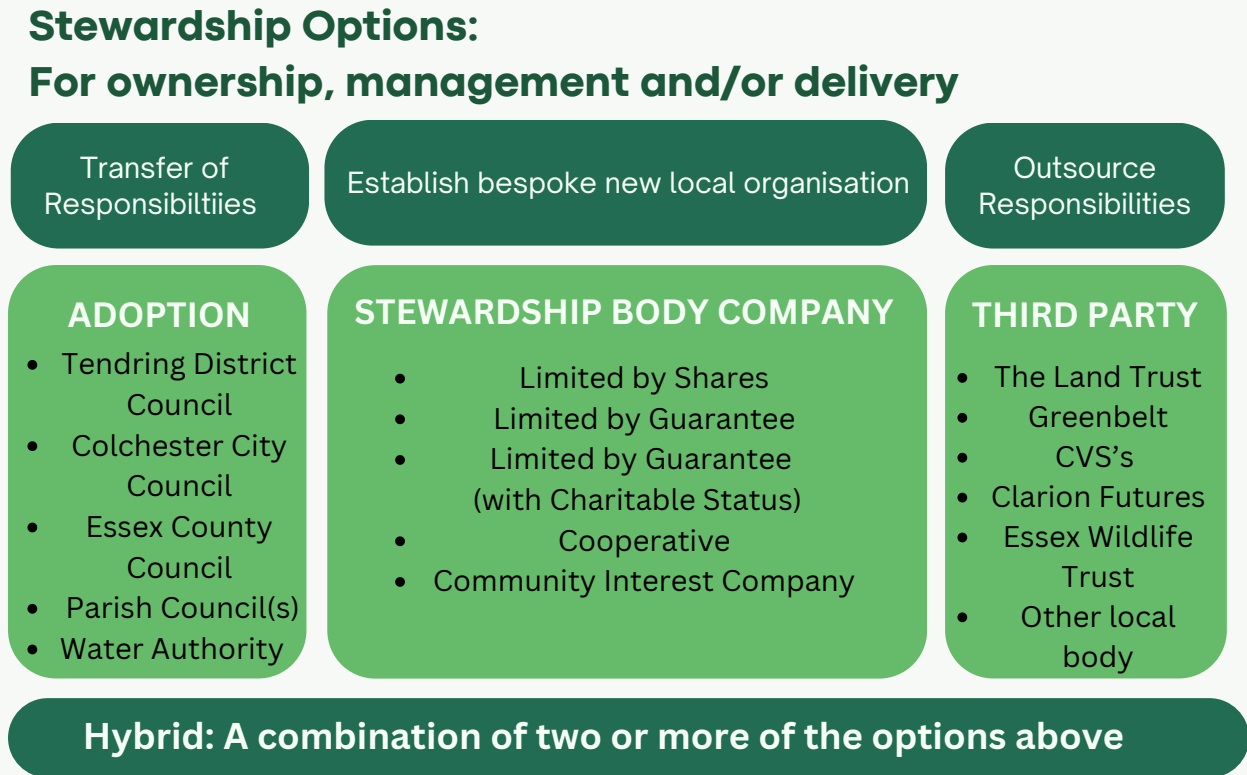
5. Governance and Decision Making

- 5.1 Issues for Consideration
- 5.2 Proposed Governance Structure
- 5.3 TCBGC Trust
- 5.4 TCBGC Special Purpose Vehicle
- 5.5 TCBGC Community Forum
- 5.6 TCBGC Neighbourhood Advisory Group
- 5.7 Friends of Salary Brook Country Park
- 5.8 Evolution of Governance Structure

This section describes a suggested governance structure for the stewardship of the Garden Community. The overarching intention for the governance structure that is eventually settled on is that it will provide the necessary legal framework for the ownership of assets and responsibility for resources, whilst ensuring strong management and accountability for service delivery, demonstrable public benefit, and inclusive community participation. A robust and effective governance structure is being developed through consultation with the councils and Latimer and the overarching structure will be set out in the Stewardship Strategy. What follows in this section is a suggested structure developed through discussions in the Pathway to Stewardship workshops.

5.1 Issues for Consideration

The different bodies capable of owning and satisfying the maintenance and management requirement of community assets and facilities are summarised in the diagram below under the four main headings of Adoption, Management Company, Local Trust or Third-Party Delivery:



An analysis of the Stewardship Body options was undertaken and reviewed against six key criteria namely:

- In perpetuity solution
- Accountable governance structure – with local stakeholder control upon completion
- Sufficient financial resources for start-up and development and long-term viability
- Credibility and acceptance by all stakeholders
- Affordable and equitable service charge
- Flexibility to respond to changing circumstances

One of the key means to achieve the essential components, along with a socially and culturally sustainable community with local participative governance, is through the creation of a company limited by guarantee which has charitable status, which for the purpose of the remainder of this report will be called the TCBGC Trust. The TCBGC Trust will be an independent, not-for-profit charitable organisation which aims to

respond to local needs and is intended to bring about social, economic and environmental benefits to the community it serves. The TCBGC Trust will be regarded as a community enterprise which means that it's:

- A community led organisation
- Adopts a self-help ethos, working in partnership without creating dependency
- Adopts an enterprise approach to achieve philanthropic and social benefits
- Trades for public purpose, and surpluses are reinvested in further enterprise development and for public benefit i.e. for non-profit focus
- Seeks community ownership of buildings, land and other assets to build business capacity and achieve community goals

The Stewardship Body will ensure that the management and maintenance plan is financially robust, and the standards of maintenance are of a high standard and consistent across the entire Garden Community. Given that the Garden Community site spans across both Ardleigh and Elmstead Parish in Tendring District Council, as well as across the local authority boundary into Colchester City Council's unparished land, a Parish wide solution must be provided. Under the current Parish boundary organisation, residents in the Crockleford neighbourhood belong to Ardleigh Parish, and residents in the future South and Central neighbourhoods will belong in Elmstead Parish. The employment land, Knowledge Gateway and a considerable amount of Suitable Alternative Natural Greenspace (SANG) will preside in unparished land in Colchester City so there are no affected parish arrangements for the local authority.

The current arrangement has significant implications for future governance arrangements for TCBGC and so it is recommended that a

Community Governance Review (CGR) might be useful to undertake at the appropriate time by Tendring District Council engaging and consulting with the existing Parishes, and their residents to ascertain what stakeholders would like to see happen at TCBGC, and whether a new Parish Council could be established for the Garden Community in the future. There is clearly a transition process to go through before any formal decisions can be made and it will be important to take into consideration the views and wishes of local people as part of the decision-making process of the CGR.

It is pertinent to clarify that a Parish cannot span a boundary between two or more principal council areas, as such if one Parish is to be created to cover the boundary of the entire Garden Community, given that it crosses the boundary of two local authorities, it would additionally require a Principal Area Boundary Review (PABR), undertaken by the Local Government Boundary Commission for England and ordered by the Secretary of State. In determining the outcome of a CGR or PABR there may be logical changes to the electoral arrangements of principal councils for the area. As it stands an electoral review is already underway in Colchester which means in respect of the council's boundary a review is prohibited until the outcome of this, which will be 2026 at the earliest.

Another contextual factor relates to the ongoing discussions on Local Government Reform which will need to be taken into account when devising governance and stewardship arrangements at TCBGC. Authorities have been asked to develop unitary proposals which will bring together lower and upper tier local government services in new unitary councils. It is too early to determine the outcome of Local Government Reform in Essex but this is clearly an important factor for consideration in the Stewardship Strategy brought forward by Latimer.

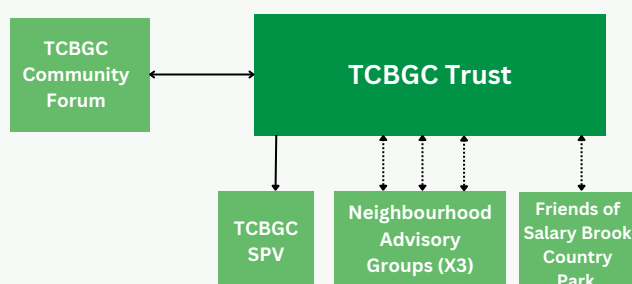
If there are no changes to the current Parish arrangements, the representation at Parish level of the new residents in the Garden Community will fall to Ardleigh and Elmstead Parish Councils. There is a risk that for the residents of those existing villages in those two Parishes may find their voices and interests become more difficult to be heard as the new residents at TCBGC become more vocal about the needs of their own community.

Given the uncertainty and risk around future Parish arrangements, it is appropriate to propose a stewardship solution that can be formed and implemented from the very beginning and is able to provide a solution for the entirety of future TCBGC households. The benefits of having one Stewardship Body across the whole of the Garden Community will ensure accountability, transparency and a sense of coherence across the whole place. The suggestion of a TCBGC Trust allows for all the above, as well as allowing for the existing Parishes to be involved through appointment to the Board of Trustees and/or wider Community Forum and builds in the capacity to replicate or scale up the Stewardship Body if ever required, while providing a framework of flexibility to adapt over time as the development grows.

5.2 Proposed Governance Structure

Given the importance to create a legacy at TCBGC that has community at its heart, a model which has community influence and participation is a clear preference. An important consideration to determine an appropriate governance structure will be to ensure there is a two-level approach on a district and neighbourhood level.

With this in mind the following governance structure is suggested as one that would be suitable for further consideration and development:



- **District level** – with an overarching TCBGC Trust, to own and have responsibility for all the community assets and be the beneficiary of any endowment and service charge income
- **Neighbourhood level** – it is proposed that an Advisory group for each of the three neighbourhoods, and a ‘Friends of’ group for the Salary Brook Country Park, would give scope for localised input and feedback

This structure would potentially involve five key elements (outlined further in section 5.3 to 5.6 below).

- TCBGC Trust would be anticipated to be a charitable company incorporated with Companies House as a company limited by guarantee, which could have the overall responsibility for stewardship across the

Garden Community

- TCBGC Special Purpose Vehicle (SPV) will be a commercial trading subsidiary, constituted as a social enterprise and wholly owned by TCBGC Trust
- TCBGC Community Forum will be a wide and inclusive consultative group having formal input into the Trust’s strategy. It will be made of residents and other representatives and is focussed on strategic matters across the Garden Community
- TCBGC Neighbourhood Advisory Groups will be a group for residents living in each of the three neighbourhoods, Crockleford, South and Central, to allow for formal input into the Trust’s strategy, and will be focused on local neighbourhood specific matters (not strategic matters relevant to the wider community), including the use and application of the service charge income.
- Friends of Salary Brook Park could be made up of local residents of TCBGC as well as stakeholders from existing communities who already use Salary Brook Country Park.

In addition to addressing the criteria, the suggested structure:

- ensures that there is one legally accountable entity leading on stewardship and not separate bodies for each of the neighbourhoods
- avoids the complexity of separating asset ownership and the right to income
- enables delivery to be tailored to TCBGC whilst remaining integrated and efficient at a strategic level
- maximises tax benefits and potential use of business rates relief for community facilities
- provides the option to create other sub-committees to facilitate future developments in other locations in the area
- allows for an inclusive approach to both

residents and wider stakeholders, and an ongoing role for the widest possible group in relation to the TCBGC Trust's strategy

- creates the potential for purely commercial activity for the benefit of TCBGC through the TCBGC CIC, to allow for generated income to be gifted back to the TCBGC Trust

5.3 Tendring Colchester Borders Garden Community Trust

The TCBGC Trust will be registered as a charitable company limited by guarantee (CCLG), with an operational board appointed to manage the work of the charity. The CCLG model is robust and a well-tested approach for the management and ownership of assets and responsibility for resources.

The TCBGC Trust will own the various public realm areas, community assets and have the legal provision to set and recover service charges.

Every charitable company has both members and directors (usually referred to as Trustees). For the TCBGC Trust, the individual Trustees will also be the first members, and membership will be encouraged over time, particularly from local residents.

The board will be accountable to the TCBGC Trust's members who will include residents and the key stakeholders, as well as being accountable to the Charity Commission and to Companies House, to comply with legal requirements.

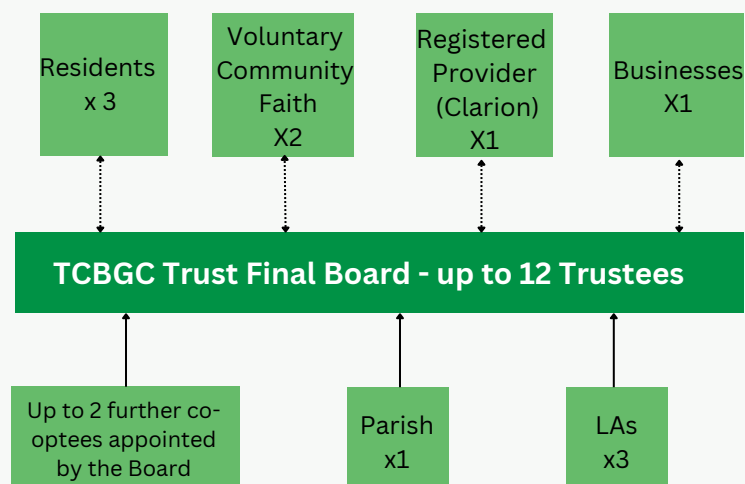
The advantage of the charitable company model is that it provides:

- Limited liability for Directors/Trustees

- An accountable structure with a membership base
- A recognised model
- Not for 'personal' profit
- Continuity for longevity
- The ability to enter into contracts and control some investments in its own name
- Charitable tax and rates benefits
- The ability to employ staff and enter into contracts
- The ability to raise funds and borrow money

Membership structure for the TCBGC Trust should, where possible and appropriate, enable residents in the Garden Community to become members, along with the non-resident Directors also being members, the latter with protected voting rights.

To ensure responsiveness and integrate accountability of the TCBGC Trust to residents and other relevant stakeholders, it is suggested that seats on the Board could be filled by residents and stakeholders such as indicated in the indicative diagram below, demonstrating a suggested mix of possible seats on the TCBGC Trust board which could evolve over time to:



5.4 Tendring Colchester Borders Garden Community Special Purpose Vehicle

There will be a requirement for a wholly-owned, non-charitable subsidiary company, TCBGC Special Purpose Vehicle (SPV). This company would deal with all non-charitable areas of work arising from the stewardship remit, and in particular would have the remit of acting as the estate manager for the TCBGC Trust, collecting the service charge and administering all day-to-day operational functions of landscape and facilities management.

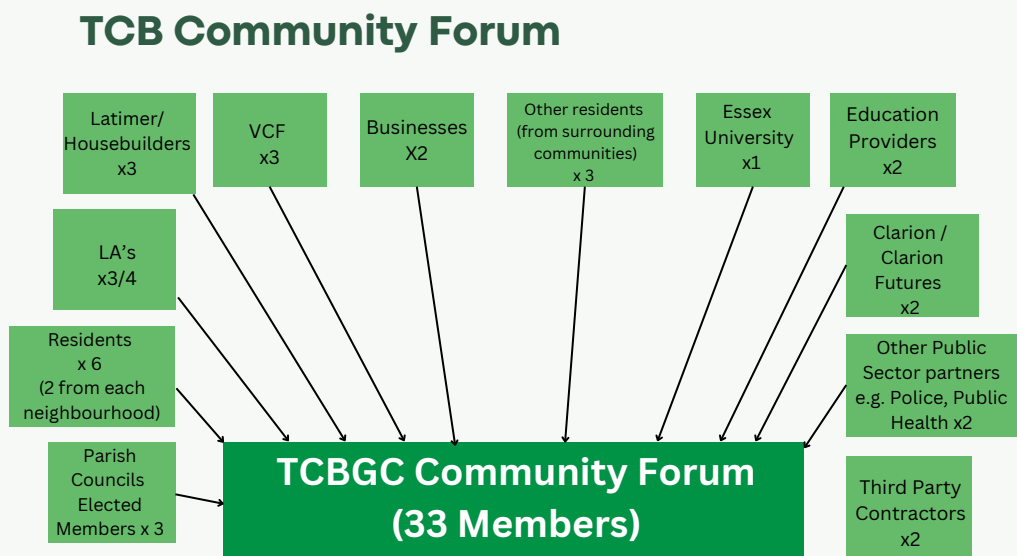
The SPV would be VAT registered, and so provide the most efficient tax structure and relationship between the SPV and the TCBGC Trust. It would own/ lease any income generating commercial assets (and manage them) in order to maximise commercial income. This would enable the TCBGC Trust to focus on strategy and public benefit and the SPV to focus on key commercial aspects.

5.5 Tendring Colchester Borders Garden Community Forum

The community Forum would be an unincorporated, inclusive stakeholder body established with a clear term of reference. It will have a primary consultative role to the TCBGC Trust.

The TCBGC Trust would have a constituted obligation to consult annually on the TCBGC Trust strategy, and the Community Forum would be a vehicle by which TCBGC Trust can seek information, feedback and views from a range of stakeholders. A further option would be for the resident Directors on the TCBGC Trust board to be selected from or nominated by the Community Forum.

It is intended that the Community Forum would represent a range of local stakeholders from different groups including local residents, parish council elected members, voluntary, community and faith (VCF) groups, education providers and local businesses to represent an inclusive membership allowing a breadth of views and experience to be leveraged. The diagram below is indicative of the kinds of organisations who may choose to participate:



5.6 Tendring Colchester Borders Garden Community Neighbourhood Advisory Groups

A foundational part of the decision-making processes that will be embedded in TCBGC is to ensure that decisions are accountable and transparent, and that there is the ability to ensure decisions are followed through and implemented. This will be an evolutionary agenda. Mechanisms for stakeholder participation must be in place for residents to have a say and be involved, however recognising that while some residents may want the ability to influence things that are important to them, they may not necessarily want to sit on the board, or be in control of decisions.

The Neighbourhood Advisory Group will be formed by the TCBGC Trust and have the primary function of providing feedback to the TCBGC Trust on the management of the public realm and other community assets, and where focus for future spend on the proposed annual service charge is most welcomed. The chair of each of the Neighbourhood Advisory Groups will be appointed by the Board.

The purpose of the Neighbourhood Advisory Group is to aid discussion and consultation around the public realm, play areas and other community facilities, with an option, where there is appropriate experience and skills, to establish delegated budget on the priorities and spend of the service charge.

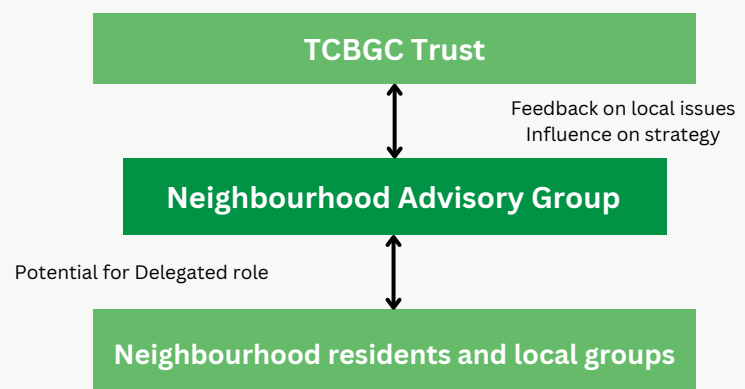
Where the TCBGC Community Forum will focus on strategic matters across TCBGC, the Neighbourhood Advisory Group will focus on parochial matters, feeding back to the TCBGC Trust on local issues that may influence and inform wider strategic decisions and priorities.

It is likely that there will be some cross over on roles, with some of the same residents participating in the Neighbourhood Advisory Group, Community Forum and resident representation on the Board.

Given the existing community in Crockleford Heath, the Neighbourhood Advisory Group for the Crockleford neighbourhood should be formally established as early as possible once the Trust is constituted and commencement of the development has begun. It will be particularly important for the existing residents in Crockleford Heath to have a forum to participate and advise on local issues that they may be facing as part of the development, as well as influence key local decisions to ensure they are empowered to have a stake in the new community. This level of participation will be important as it provides an opportunity for early integration and cohesion between communities.

The below diagram sets out the suggested role of the Neighbourhood Advisory Group:

Neighbourhood Advisory Group



5.7 Friends of Salary Brook Country Park

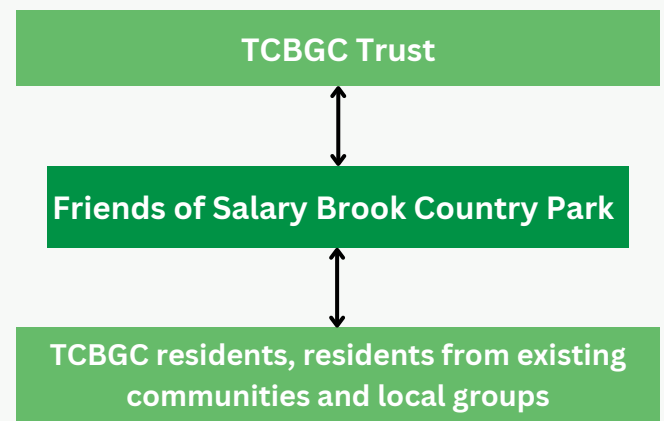
Salary Brook Country Park will attract local residents as well as visitors from the wider area. Creating a forum for residents from the Garden Community, as well as those who live in surrounding communities in Colchester who benefit from and use the park currently, to feed into discussion around the future design, management arrangements, and uses of the Suitable Alternative Natural Greenspace (SANG) areas could help to embed a culture of community-led design and collaboration.

A dedicated 'Friends of' group could allow local stakeholders to feed into the design process as well as provide ongoing support and suggestions to the Board on the needs, opportunities and challenges experienced by those who benefit from and use Salary Brook Country Park now and in the future.

Salary Brook Country Park is one of the most important and valuable assets for the Garden Community and for neighbouring communities. With such a large area of SANG coming forward early on in the development of TCBGC, this strategic asset will impact on the existing residents who currently use the park, as well as shape the culture and early landscape of the new community.

There could be an opportunity to implement a 'Friends of' group early on in the early stages of development to support integration between new and existing residents, and set a precedent to establish more 'friends of' groups in later stages of SANG development in the other areas in the Garden Community in the future.

The following diagram sets out the suggested role of the Friends of Salary Brook Country Park:



5.8 Evolution of Governance Structure

The governance structure and the timetable for its development will be defined in the Section 106 agreement, allowing sufficient flexibility for the approach to develop over time.

Once planning permission is secured, Latimer will initiate the formation of a Shadow Board to be made up of representatives from the Developers, Essex County Council, Tendring District Council, Colchester City Council and if considered appropriate the Parish Council(s) to guide and inform the early planning and formation of the Trust.

The Shadow Board should be credible, competent and experienced in stewardship, placemaking and company formation and operation to enable it to make efficient and effective progress. Latimer will produce draft Articles of Association and a detailed Business Plan for the TCBGC Trust for approval by the Shadow Board. Once the TCBGC Trust is incorporated those Shadow Board members could become Trustees of the TCBGGC Trust and/or Directors of its Board. This will need to be discussed and agreed as part of the Shadow Board in advance of the TCBGC Community Trust being incorporated.

The TCBGC Trust Board will be responsible for implementing the detailed Business Plan which will be prepared ahead of first occupation. All Directors are required to be committed to the successful development of the TCBGC Trust, and as a matter of company law directors of companies, which will include the TCBGC Trust given it will be a company limited by guarantee, are required to act in the best interests of the company they sit as directors of. As such no individual director would be permitted to promote their own personal or business interests when acting in

their capacity as a director of the TCBGC Trust.

The TCBGC Trust must be committed to the principle of new board members being recruited and appointed through an open process using a skills and experience based person specification to fill the trustee places. It will be crucial to ensure a good balance of gender, age, skills and experiences. Directors will be unpaid appointments.

Recommendations for Governance and Participation

1. Investment by the Developer and Stewardship Body into creating mechanisms for community participation early-on

TCBGC Trust

Ensuring there are three seats on the Board for resident Trustees allows for resident involvement in decision making. Ideally, and where appropriate representation can be sought, there will be one resident representative from each of the three neighbourhoods.

TCBGC Community Forum

The Community Forum may be established prior to first occupation to allow for wider engagement from existing community stakeholders such as Essex University and the Parish and Town councils, and will grow in line with the development to include new residents, businesses, community and faith organisations and other key stakeholders.

TCB Neighbourhood Advisory Groups

The Neighbourhood Advisory Groups, or any similar engagement vehicle/group, should be formed after first occupation of each neighbourhood, however given the existing community in Crockleford, the Crockleford Neighbourhood Advisory Group (or an alternative means to achieve the same aims) must be formed as soon as possible, to ensure existing residents are supported to have their voices heard.

Friends of Salary Brook Country Park

Given that Salary Brook Country Park is one of the early assets to be completed, and one of the most valuable, establishing a 'Friends of' group early-on could help to enable existing stakeholders to have a sense of local ownership and participation.

2. A Community Governance Review to be undertaken

At the appropriate time Tendring District Council could undertake a Community Governance Review to look at the current Parish boundaries and consider whether there is potential to create a new Parish for the Garden Community. A Community Governance Review will need to be considered within the context of future plans for local government reform due to the effects this could have on administrative boundaries.

As part of this process the Community Governance Review might consider what roles a new Parish would have and agree a precept that reflects the level of roles and responsibilities required of a new Parish for the Garden Community.

The background image shows a golf course clubhouse with a dark roof and white trim, situated behind a lush green field. Several people in white golf attire are visible on the grass. The scene is framed by a large green diagonal shape that cuts across the image from the top left to the bottom right. The title text is white and positioned within the green area at the top.

6. Finance and Resourcing

6.1 Financial Strategy and Model

The short and long-term viability of the Stewardship Body is dependent on the development of a sound business model underpinned by a realistic and robust financial strategy. The Stewardship Body will receive income from a range of sources to meet its establishment and maintenance liabilities, but principally from resident and commercial contributions, and from the hiring out of community facilities. The Stewardship Body's income projections will be set out in the detailed Business Plan which will be prepared and regularly updated. This will identify if there will be a need for any start-up funding or endowment at any time from Latimer.

Over the course of the development the Stewardship Body's long term stewardship responsibilities will grow and extend in perpetuity, meaning the Stewardship Body must plan in the short term to maintain sufficient funds for longer term requirements, including the enhancement and replacement of assets at points in the future.

Public open space and community assets should not be transferred to the Stewardship Body until their operation and management have been costed and funding arrangements agreed at key milestones, the framework and commitments for which will be set out in the planning and stewardship documents and enshrined in the S106 agreement. Until the point of transfer, Latimer will retain responsibility for their management and funding. At the time of transfer, any revenue shortfall of the asset will be identified and suitable revenue funding proposals will be identified, which will be informed by the Business Plan for the Stewardship Body.

6.1 Finance and Resources

The Stewardship Body has to be viable in the long term. To be viable, it will need to ensure that it has sufficient income to meet its responsibilities and associated liabilities and in particular, to ensure that it has sufficient revenue to be able to maintain and manage the community buildings, public open spaces, children's play areas and to support the community development strategy.

In the first few years, whilst the houses are being built, required levels of grant support will need to be drawn down from Latimer to meet the Stewardship Body's development and operating costs until sufficient service charge revenue or other income is available to meet all such costs of the Stewardship Body.

The principles underpinning the financial model are, therefore:

- For Latimer to provide initial start-up funding, and sufficient revenue resources to underpin all operating costs and liabilities until the Stewardship Body becomes self-sustaining
- For provision to be made in relevant legal documentation for a service charge to be made on all dwellings and commercial occupiers to contribute towards the Stewardship Body and its objectives
- For the Stewardship Body to generate income from its facilities to contribute to its operating costs

In the short-term initial sources of funding should come from initial S106 start-up funding and pump-priming grant support from Latimer if and when required.

In the medium to long term, the Stewardship Body will have seven main areas of income open to it:

- Unit charge on all residential and commercial occupiers within TCBGC
- User charges from letting of community buildings, sports pitches and allotments and events
- Income from commercial assets forming part of TCBGC
- Minor sources of income (e.g. car parking, EV charging, solar farm etc.)
- Interest from investment income
- Covenant enforcement
- External funding grants

Experience shows that stewardship bodies with five to seven income sources are:

- More resilient to economic changes – diversification avoids having ‘all the eggs in one basket’
- Partly de-risked from inflation – some of the income sources will grow at a similar pace to inflation, for example rental incomes, and this will form a natural hedge to cost increases
- Have better cashflow – alternative income streams help to cover for seasonality. For example, usage of community centres may reduce because kids clubs stop during school holidays

Experience has shown from other similar developments that a stewardship charge made on households (index linked) provides a steady income that can be applied towards maintenance of play areas and open spaces, and community activities, which can help to

give new residents a sense of investment in the Stewardship Trust.

Most of the facilities will be open to wider public use beyond the residents and commercial occupants of the Garden Community, so the service charge to those residents and occupants will need to confer fair benefits that deliver value for money, while helping to integrate the site with the existing local community.

Given that at least 30% of the Garden Community will be affordable housing, the service charge must be affordable and equitable to all residential and commercial properties regardless of tenure. The stewardship charge will be levied on a proportionate basis and should be based on an agreed formula, such as rating bands or number of bedrooms. More work will be required based on the proposed housing mix and commercial use offering when clarified to ensure parity and adequate income for the Stewardship Body. A discounted service charge may be capped by the registered provider(s) for the affordable homes. Enforcement of the stewardship charge should be fair, proportionate and transparent, without threatening residents’ rights to occupy their homes.

The funding of strategic assets spread across the site in different neighbourhoods, such as Salary Brook Country Park and the Sports Centre, must also be given careful consideration to ensure fairness to the proportion of service charge contributions from residents. A hybrid funding model with a blend of income sources for strategic assets is required to ensure that value for money for residents is achieved and to reduce the risk of conflict between residents in different neighbourhoods and visitors from surrounding communities.

The service charge will be expected to meet just over half of the costs of the Stewardship Body’s annual operating budget. More work will be required based on the proposed housing mix to ensure parity and adequate income to the

Stewardship Body, which will be set out in the financial model within the Business Plan. This may include identifying a provision for the endowment of capital funding which can be invested by the Stewardship Body to generate income and provide long-term financial security. The details of any investment funding will need to be determined through joint agreement with Latimer and may take the form of commercial estate (i.e. income generating assets) or cash endowment to provide for the acquisition of an investment portfolio designed to deliver long term income security. An investment portfolio may contain a range of retail, commercial, residential and financial assets.

In addition, early discussions should take place with the Parish Councils to discuss the option for an annual rebate (or in-kind services) to be paid to the Stewardship Body given that Parish precept will be collected from the new homes within TCBGC, but fewer services provided compared with other residents of the Parishes. Pending the outcome of a Community Governance Review, should a new Parish be established for the Garden Community, further work will need to be undertaken to determine a fair Parish precept contribution for residents' dependent on the roles and responsibilities required of a new Parish.

Recommendations for Finance and Funding

1. An equitable and affordable service charge

It is recommended that the service charge for the Garden Community should be variable based on the number of bedrooms of the property for residential charges, and the size of a unit for commercial charges. This ensures that the cost is proportionally and fairly spread across the Garden Community, and for those homes with the potential to house a higher number of residents due to a higher number of bedrooms will pay more than those with fewer residents.

2. A mixed income model for strategic assets

Strategic assets that will be used by surrounding communities as well as TCBGC residents such as Salary Brook Country Park should not be fully funded by service charge contributions as this can create conflict between residents who are paying for such assets, and those who are using them for free.

3. Long term funding security

The Stewardship Body should be equipped with income generating assets to ensure long-term financial security. Further work will be required to establish any potential gap funding and/or start-up funding required in the early years to finance the Stewardship Body.

7. Delivery and Implementation

A close-up photograph of a bumblebee in flight, approaching a blue flower with prominent red stamens. The background is a soft-focus green field. The image is partially covered by a green diagonal overlay on the left and bottom.

7.1 Next Steps

The focus of this Stewardship and Placemaking Framework is on delivering an appropriate organisation that effectively manages the open spaces, community facilities, and responds to the needs of the local community to build a thriving community.

As the Garden Community project will be delivered over a 20 plus period, and as this project is in such an early stage in planning and design terms, the outline parameter plans will need to be developed into a masterplan for each neighbourhood and the strategic landscape area. Beyond that, detailed reserved matters applications will be prepared for each parcel/ building/ element of infrastructure including the public open spaces and community assets.

This framework provides the basis for an in-depth high-quality Stewardship Strategy which will be delivered in stages. The Stewardship Body will be established prior to first occupation and respond clearly to the expectations of the Councils, Latimer, stakeholders and local residents.

The objectives of the months leading to first occupation of the development are to:

- Build the infrastructure of the Stewardship Body through engaging key partners, appointing Trustees, and building skills and capacity
- Plan and prepare the management arrangements for the open spaces and the timing of the transfer of responsibilities to the Stewardship Body
- Prepare, negotiate, and agree design and specification for the community spaces
- Develop practical project initiatives that meet the Stewardship Body's aims with regard to the needs of the existing community and the arrival of the first new residents, to achieve demonstrable success(es)

- Plan and prepare welcome packs, events and other activities as residents begin to occupy homes
- In conjunction with the developer to refine the funding model for the Stewardship Body

The principles expressed throughout highlight local ownership, community benefit and mutual support. Implicit within these principles is an entrepreneurial approach and culture, vital for the Stewardship Body's long-term growth and success.

The four key pillars of a successful stewardship solution as set out above will further planning and development:

- **Community Assets** – The scope of the community infrastructure to fall under the responsibility of the Stewardship Body will become better defined and evolve as the development progresses through the planning and design process
- **Placemaking** – The needs of the community and how best to respond to create an inclusive, diverse, and cohesive community will become clearer and constantly evolve as the development progresses and residents move in
- **Governance** – A governance structure for the Stewardship Body is to be developed by Latimer and set out in the Stewardship Strategy, with practical actions and considerations for delivery further refined and agreed between Latimer and the three Councils.
- **Finance and Resources** – As development of the three pillars above progresses, the finance and resourcing plans will be defined and put in place, based on the principles set out in Section 6 above

7.1 Next Steps

Implementation of the Stewardship Strategy, can be split into four inter-related stages, all of which will lead to the ongoing long-term management of the land and facilities:

- Pre-Planning (Before Latimer submit the planning application)
- Planning Decision (Including decisions on the S106 agreement, triggers and milestones of early key infrastructure)
- Pre-Commencement (Implementation of legal structures and initial organisational infrastructure)
- Post-Commencement (Organisation development, asset development and early asset management)

The Pre-Planning stage will involve preparation of the full Stewardship and Placemaking Strategy, to include high level financial modelling and exploration of opportunities for community investment projects. As part of preparation of the planning application there will need to be some form of stakeholder engagement and consultation on stewardship, as well as engagement with strategic master planning and Design Team processes to ensure Stewardship is dovetailed into the wider plans of the development.

The Planning Decision stage involves identifying the detailed asset schedule to define what assets Latimer will bring forward and the timing of these assets. This process supports drafting of the Heads of Terms for the S106, with associated S106 schedules, and to negotiate the triggers and milestones for delivery of early key infrastructure. As part of the S106 negotiations with the councils, Latimer will be required to submit an asset schedule with high level financial modelling to identify any gap funding, potential endowment and set up costs in order to evidence the viability

of the Stewardship Body. An outline Business Plan will be developed to provide further information. The S106 will also conclude the exact long stop dates for formation of the Shadow Board and Stewardship Body.

The Pre-Commencement stage will include implementation of the organisational set up required for the Stewardship Body. This will require both executive and governance functions to build the organisation, all of which will require careful planning. These tasks will involve activities such as writing the Articles of Association, constituting the Stewardship Body, and establishing a Shadow Board. This early infrastructure of the Stewardship Body will enable the appointment of Directors, running of Board meetings and the development of the Stewardship Body policies and procedures. A detailed Business Plan will be required to include information on the governance, financial model and associated budgets, staff and operations, community development, marketing and monitoring.

Another aspect of the Pre-Commencement stage will focus on marketing requirements such as building the website, social media and preparing relevant promotion and communication material. This will dovetail with early community development activities such as stakeholder engagement and community events.

The Post-Commencement Stage will focus on asset development and asset management. This includes working with the Design Team to agree the design and specifications for each community asset, as well as the timing of the transfer of assets to the Stewardship Body, researching and implementing third-party contracts for delivery as well any required service level agreement and licensing arrangements.

The Stewardship Body organisational infrastructure will require ongoing management to ensure that it is effectively run. This will include overseeing and supporting governance arrangements, marketing, finance and staffing.

Appendix A: Community Mapping Report

1. Introduction

This report has been prepared by Community Stewardship Solutions for Essex County Council to inform the Stewardship and Placemaking brief for Tendring Colchester Borders Garden Community (TCBGC). This report aims to provide a high-level overview of the community assets in the surrounding areas in Colchester and Tendring and is not an exhaustive list but a summary of the key resources, assets and needs of the local communities.

2. Planning Context

TCBGC is a partnership collaboration between:

- Essex County Council
- Tendring District Council
- Colchester City Council

The Tendring Colchester Borders Garden Community is a planned new community, which will be a sustainable and attractive place to live, work and visit. It is based on Garden Community Principles. It will consist of 7500 new homes, three neighbourhood centres, educational and community facilities including sport and leisure, blue and green infrastructure such as improved green spaces, play areas, and parks and employment spaces to accommodate new businesses and jobs.

Whilst the project will include many things for people who already live, work and travel through the area, it is very much about creating a community for the future. It will need to look ahead to the needs of young people of today, and for future generations to come.



TCBGC addresses the long-term need for new housing in the area, in a strategic way. The Garden Community was included in the shared Section 1 Local Plans for Tendring District Council ([External link](#)) and Colchester City Council ([External link](#)) adopted by the Councils in 2021. The shared Section 1 required a further Plan (Development Plan Document) to be prepared by the Councils to set out additional planning policies for the site, include identifying where certain land uses are being proposed.

The Councils have prepared the TCBGC Development Plan Document (DPD). This has been informed by a wide range of evidence base documents and been subject to two formal periods of consultation. The DPD along with other publication and submission documents was submitted to the Secretary of State for independent 'Examination in Public' by a Planning Inspector. An independent Inspector from the Planning Inspectorate ([External link](#)) reviewed the Plan, its supporting evidence and the representations that have been made to date. The Inspector concluded that the Plan meets soundness and legal compliance tests.

Joint Committee

As TCBGC sits across the border of CBC and TDC, under current arrangements, planning decisions need to be considered by either or both councils separate planning committees. Having one joint committee will help to ensure a consistent and comprehensive approach to decisions made regarding the TCBGC.

Made up of representatives from CBC, TDC and ECC – which has planning responsibility for infrastructure such as libraries, schools, and waste matters – the committee will be able to focus on delivering their shared ambition for an exemplary new settlement at TCBGC. It will also streamline the planning process, so decisions do not need to go to three separate committees, thereby avoiding unnecessary delays.

The new committee will have a revolving chair across the three authorities and will deal with matters only directly relating to the Garden Community area. The committee will need to approve publication of the DPD, which sets out the framework for the future masterplan, as well as the key policies and vision.

3. The Developer

The garden community will develop over the next thirty years. Latimer has been appointed as the development partner for Tendring Colchester Borders Garden Community. Latimer is the development arm of Clarion Housing Group, the UK's largest provider of affordable housing, with over 125,000 homes and more than 350,000 residents across the country.

Latimer bring a wealth of experience and expertise to the project, and reinvests any profits made into the building and maintenance of more affordable homes across the country, as well as providing support to residents through Clarion's charitable foundation, Clarion Futures.

In March 2023, Latimer established a youth forum made up of 13 young people, aged 13 to 17, from Tendring district and Colchester. The group have taken the decision to call themselves the 'Essex Young Designers'. They meet regularly to take part in workshops delivered by MATT+FIONA and the Latimer professional design team to inform the brief and design for the Garden Community. The Designers represent a broad range of existing communities and attend different local schools and colleges.

Key achievements of the Essex Young Designers to date include:

- Developing a keen understanding of the design principles behind the Garden Community and meaningfully feeding back to the design team on their work
- Traveling to the global EcoCity Summit in London to present their work and collaborate with professional place makers

The Essex Young Designers will continue to work with Latimer's professional design team to shape their plans and seek to recruit more young people from the area to join them in the future.

4. The Site

TCBGC will consist of:

- Circa 7,500 new homes
- To include Specialist housing for older people/ people with disabilities, key worker housing, families with children, affordable housing (30%), self and custom build homes
- Student accommodation
- A Gypsy and Traveller site
- A new Salary Brook Country Park (incorporating land and woodland around the Salary Brook Local Nature Reserve)
- A Wivenhoe Strategic Green Gap
- An Elmstead Strategic Green Gap (east of the new A120-A133 Link road)
- 25 hectares of employment land in the form of a new Business Park and a 'Knowledge-Based Employment' site
- Provision for the Rapid Transit System
- A Park and choose facility
- SUDS and Blue infrastructure
- Landscaping including high number of trees planted
- Retail facilities
- Community buildings and spaces (mixed-use with health, play, leisure, culture)
- Early years provision (co-located with primary schools)
- Five primary schools and Two secondary schools
- A new health and wellbeing hub (integrated service for patients)



South and North Neighbourhoods

Broad locations for two distinct but interlinked neighbourhoods 'South and North' will accommodate between them 6000-6500 new homes. Development within and across the two neighbourhoods will be phased to ensure housing development is aligned with infrastructure delivery. The expectation is for the early phases of development to begin in the South Neighbourhood.

Residents within the 'South and North Neighbourhoods' will have high accessibility to local services and facilities. To facilitate the use of walking, cycling and public transport as the preferred alternatives to the private car, each neighbourhood will develop around a 'Neighbourhood Centre' containing shops, services, and community facilities, and where appropriate employment land and job opportunities.

The centres will be connected to the neighbourhoods by coherent, direct, safe, and attractive walking and cycling routes designed around the 20-minute neighbourhood principles. Land and property will be provided in the form of 'hubs' within, around and along a corridor of activity between both 'Neighbourhood Centres' to provide for a flexible range of local business needs alongside service sector jobs provided by new schools, nurseries, shops, and community facilities.

The provision of student accommodation will be encouraged in accessible locations within the 'South Neighbourhood' where it would have good sustainable links to the University of Essex and where it will contribute to a mixed and diverse community. The new Rapid Transit System will connect the 'South and North Neighbourhoods' as part of a wider network, providing fast and reliable connectivity between them and key areas of employment both within the site and in surrounding areas, such as the University of Essex, the City of Colchester, Colchester General Hospital, and Colchester Sports Park. The 'South and North Neighbourhoods' will each be accessed independently from separate vehicular junctions on the new A120-A133 Link Road (as opposed to the A133 and A120 themselves) in order to give priority to the Rapid Transit System and active travel modes. The Councils will work with the University of Essex and other partners, as appropriate, to deliver the key infrastructure (health, education, and other community uses) necessary to serve the early phases of development. Such infrastructure will be delivered either on a permanent basis, or on an interim basis if it is required ahead of the establishment of the first of the 'Neighbourhood Centres'.

Crockleford Neighbourhood

The 'Crockleford Neighbourhood' will be developed as an individual community that is physically separated from, but connected by walking, cycling and other sustainable transport modes to the 'South and North Neighbourhoods' and the City of Colchester. The 'Crockleford Neighbourhood' will grow to accommodate around 1,000-1,500 new homes, with its phasing linked to the provision of its own proportionate 'Neighbourhood Centre', associated infrastructure, and sustainable connections to the 'South and North Neighbourhoods'. Accessibility to services and facilities, utilities infrastructure and the Rapid Transit System will be key to determining the phasing of development in the 'Crockleford Neighbourhood'.

The approach to residential development will need to involve the sequenced servicing and release of individual parcels of land which could include plots for self-build and custom-built homes, with a mechanism to be agreed for the Councils to secure financial contributions from each home towards the delivery of infrastructure and affordable housing.

Bio-diversity Net Gain

Proposals must deliver a minimum of 10% measurable biodiversity net gain across the whole site with gains delivered either onsite or immediately adjacent to the site in accordance with the mitigation hierarchy, and must follow the latest Defra Metric, and its accompanying guidance, as well as local guidance where applicable. Initial high-level testing of BNG calculations of the strategic masterplan indicate that in excess of 10% can be achieved on average across the masterplan allocation. As such the ambition is to achieve a BNG of 15% on average across the whole masterplan.

Stewardship

Stewardship and governance arrangements will need to achieve the following principles:

- To achieve a high quality of place: to ensure that the quality of place and services delivered are exemplar and provide great places to live, work, visit, and play.
- To steward a range of community assets: to ensure that a range of assets are held in perpetuity in community ownership and managed for the benefit of the community.
- To promote community identity and cohesion: to ensure that residents and business are directly engaged in the long-term management of the community assets, fostering a shared sense of ownership and identity.
- To act with professionalism and entrepreneurship: to provide proactive management of land and property endowments, be entrepreneurial and evolve as the community grows and circumstances change.
- To be financially sustainable: to be long-term financially viable and self-sustaining with secure income streams. If and where service charges are required, they will be set up and enforced in an equitable way with local control over the management of the system, with rent charges not being imposed on residents. Local authorities and local residents must be protected against financial liability or risk.
- To be accountable and well-governed: to ensure open, transparent and accountable governance with the community having the ability to exercise influence and control over stewardship decisions and delivery. The legal form of the stewardship body will be determined through consultation with all relevant stakeholders.
- To be adaptable and follow an incremental approach: to recognise the long-term undertaking and take a staged approach to developing stewardship structures and identifying the opportunities that stewardship allows for due diligence and community engagement throughout the planning and development process.

5. Community Assets

This Community Asset Mapping report will focus on the range of community assets across the key areas surrounding the Tendring Colchester Border Garden Community development. Community assets encompass a wide range of resources that contribute to the well-being and vitality of a neighbourhood or community. These assets can include people, organisations, buildings, and public

open spaces, among other elements. Community assets are essential components of thriving, resilient, and inclusive communities. By investing in and leveraging these assets, communities can promote social equity, economic vitality, environmental sustainability, and overall well-being for all residents. Community assets are crucial for several reasons:

- **Social Cohesion** - Community assets, including public spaces and organisations, serve as gathering points where residents can come together, interact, and build relationships.
- **Quality of Life** - Access to services, amenities, and recreational opportunities provided by community assets enhances residents' overall quality of life. Public parks, libraries and healthcare facilities contribute to physical, mental, and emotional well-being, promoting healthier and happier communities.
- **Economic development** - Community assets play a vital role in stimulating economic activity and fostering local prosperity. Businesses thrive when supported by a robust infrastructure, skilled workforce, and vibrant community life.
- **Sense of identity** - Community assets contribute to the unique identity and character of a neighbourhood or area.
- **Environmental Sustainability** - Public open spaces, green infrastructure, and sustainable development practices contribute to environmental sustainability within communities. Access to nature and green areas improves air and water quality, mitigates the urban heat island effect, and provides habitat for wildlife.
- **Empowerment and participation** - Community assets empower residents to actively engage in civic life and decision-making processes. Access to education, healthcare, and social services ensures that all community members can thrive.

Community assets can include both social and physical assets; People, Organisations, Buildings, and Public open spaces:

People - The residents of a community are perhaps its most valuable asset. Everyone brings unique skills, talents, knowledge, and experiences that contribute to the collective identity and character of the community. Community members can actively participate in various activities, initiatives, and decision-making processes, fostering a sense of belonging and social cohesion. Additionally, residents can volunteer their time and expertise to support community projects, programs, and events, further strengthening the fabric of the neighbourhood.

Organisations - Community organisations play a vital role in providing essential services, organising events, and advocating for the needs and interests of residents. These organisations can range from local nonprofits, neighbourhood associations, and cultural institutions to faith-based groups, youth clubs, and social service agencies. By collaborating with these organisations, communities can leverage their resources, expertise, and networks to address pressing issues, promote social inclusion, and enhance the overall quality of life for residents.

Buildings - Buildings and infrastructure within a community serve as physical assets that support various functions and activities. This includes residential properties, commercial establishments, educational facilities, healthcare centres, places of worship, and local authority buildings, among others.

These structures not only provide shelter, services, and amenities but also contribute to the aesthetic appeal and character of the neighbourhood. Preserving and repurposing existing buildings, as well as investing in new developments that align with community needs and values, can enhance the built environment and contribute to the overall vitality of the area.

Public open spaces - Public open spaces, such as parks, playgrounds, plazas, and greenways, are essential assets that provide opportunities for recreation, relaxation, and social interaction. These spaces serve as gathering points for residents of all ages and backgrounds, fostering a sense of community and belonging. Additionally, public open spaces contribute to environmental sustainability by providing habitat for wildlife, promoting biodiversity, and mitigating the effects of urban heat islands. Investing in the creation and maintenance of accessible, well-designed public open spaces can enhance the overall liveability and attractiveness of a neighbourhood, promoting physical and mental well-being for residents.

Community assets encompass a diverse array of resources that contribute to the social, economic, and environmental vitality of a neighbourhood or community. By leveraging and investing in these assets, communities can foster resilience, inclusivity, and sustainability, ultimately enhancing the quality of life for residents and promoting a thriving, vibrant new community.

6. Areas of focus

The transformation of the site within the development as envisioned by Tendring Colchester Borders Garden Community, entails an approach aimed at fostering enterprise, enhancing community engagement and development, providing opportunities to enhance local skills and knowledge, and improving local infrastructure.

The surrounding areas most directly related to the TCBGC development sit within Colchester and Tendring:

Colchester City Council-

- Greenstead
- St Anne's and St John's
- Wivenhoe
- Essex University Campus

Tendring District Council-

- Elmstead Market
- Crockleford Heath

Colchester- a snapshot

Population: 192,700

Number of households: 79,300 (Colchester is the 19th most densely populated of the East of England's 45 local authority areas)

Age: There has been an increase of 25.6% in people aged 65 years and over

Ethnicity: 87% White, 5.1% Asian, 3.5% Black, 2.9% Mixed ethnicity, 1.5% other ethnic group

Religion: 44.4% no religion, 44.4% Christian, 2.1% Muslim, 1.3% Hindu, 0.7% Buddhist, 0.2% Jewish, 0.1% Sikh

Places of Worship:

- Over 30 churches
- Colchester Mosque
- Colchester and District Jewish Community Synagogue

Public Transport:

- Colchester North Station and Colchester Town Railway Station (Great Eastern Main Line), Hythe
- Park and Ride and other bus services
- Rapid Transit system (due to be operational in 2025/2026) will link the Garden Community, University of Essex and Colchester City centre

Tendring: A snapshot

Population: 148,100 (Tendring is the 22nd least densely populated of the East of England's 45 local authority areas, with around three people living on each football pitch-sized area of land)

Number of Households: 67,500

Age: The largest age group is 50 to 64 years at 21.6%. The number of people aged 65 to 74 years rose by just under 3,600 (an increase of 19.0%), while the number of residents between 35 and 49 years fell by just over 3,000 (12.0% decrease)

Ethnicity: 96.3% White, 1.6% Mixed ethnicity, 1.2% Asian, 0.6% Black, 0.4% other ethnic group

Religion: 43.2% no religion, 49.3% Christian, 0.4% Muslim, 0.3% Buddhist, 0.2% Jewish, 0.2% Hindu

Places of Worship: 13 churches in Tendring District

Public Transport:

- Tendring Community Transport service
- Harwich Connexions Transport
- Helping Hands Transport

Key Community and Faith Organisations covering TCBGC

- Colchester Islamic Cultural Association
- Essex Council of Mosques
- RAMA Refugee Action Colchester (wide range of support for refugees, asylum seekers and migrants who don't have access to public funds)
- Community 360 (Community Transport, Community Accounts, Shopmobility, Wellbeing support, Family support service, Representation, Community Hub offering groups and activities), Community Café
- Colchester Townhouse Youth Centre (Youth Essex)
- Christian Youth outreach (Colchester)
- Colchester and Tendring Youth Enquiry Service YES (helps young people with a range of problems)
- Subgroup of the Colchester Area mission and pastoral committee of Chelmsford Diocese (chaired by the Archdeacon of Colchester)

- Grassroots Charity (supports community/vol sector organisations across Colchester/ Tendring to support local people with social welfare services, offers financial support, funds educational projects, support for isolated people, people with mental and physical health problems)
- Essex Community Foundation (funding for community groups/ projects)
- African Families in the UK Colchester
- Age Well East (befriending scheme that matches volunteers with elderly people)
- The Reanella Trust (Provides mental health support to young people through wellbeing programmes, peer support, group therapy)
- Beacon House Ministries (holistic approach to supporting people at risk of homelessness in Colchester)
- Bright Lives Social Enterprise CIC (Supports people with additional learning needs)
- Clothing Clinic Textile Collective (organises community textile workshops for people in Colchester, creating/mending clothing)
- Colchester Chinese Culture Society (hosts educational and community focused events)
- Colchester Gateway Clubs (support for people with learning disabilities)
- Firstsite (art gallery hosting exhibitions, community-based activities and educational programmes in Colchester)
- Open door Colchester (help and support for range of issues, benefits advice)
- Together we Grow (Community gardening group at The Big Garden in High Woods Country Park Colchester, runs wellbeing gardening programmes)
- Wellies On (Agriculture support charity working with children and vulnerable adults in Colchester)
- Ability Using Sport (provides accessible sport opportunities for people with physical disabilities or learning difficulties in Colchester)
- Colchester Natural History Society (promote the study and conservation of local wildlife)
- Colchester in Bloom (aim is to generate community involvement to make Colchester more beautiful)
- Good Gym (a group of runners that combine regular exercise with helping the community)
- Essex Wildlife Trust
- Tendring Together Voluntary Sector (meets monthly to share information and opportunities to get involved)
- Community Voluntary Services Tendring CVST (run by the local community to support, promote and develop voluntary and community action- social prescribing, funding, events and activities)

Essex University Campus (South of TCBGC)

- Essex Business school
- Essex University Library
- University Health Centre
- Halls of Residence
- Sports Centre
- Wivenhoe Nature Park



Wivenhoe Town

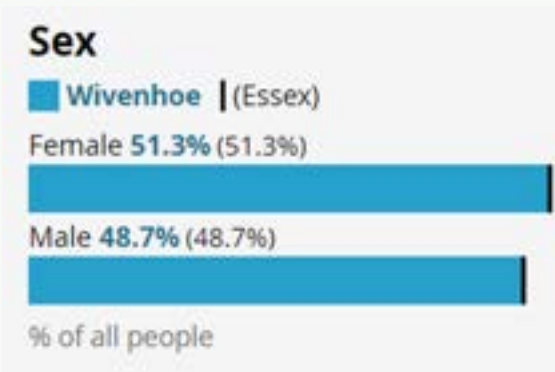
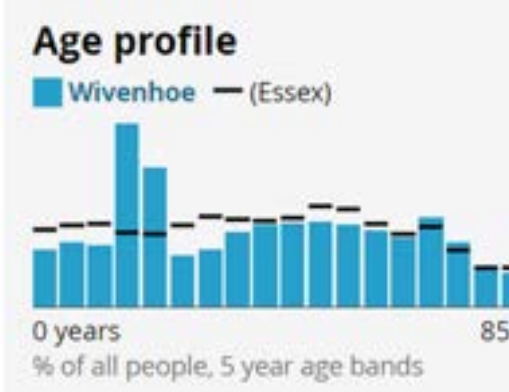
Area map



Population
9,000

Number of households
3,400

Age and Gender:

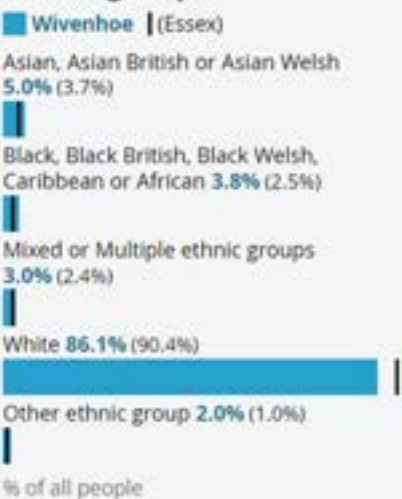


Ethnicity and Religion:

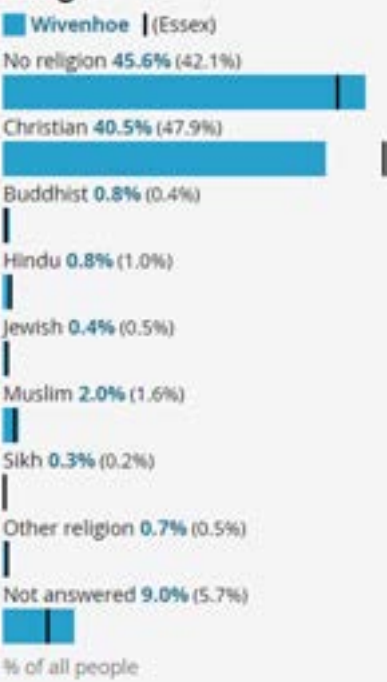
Country of birth



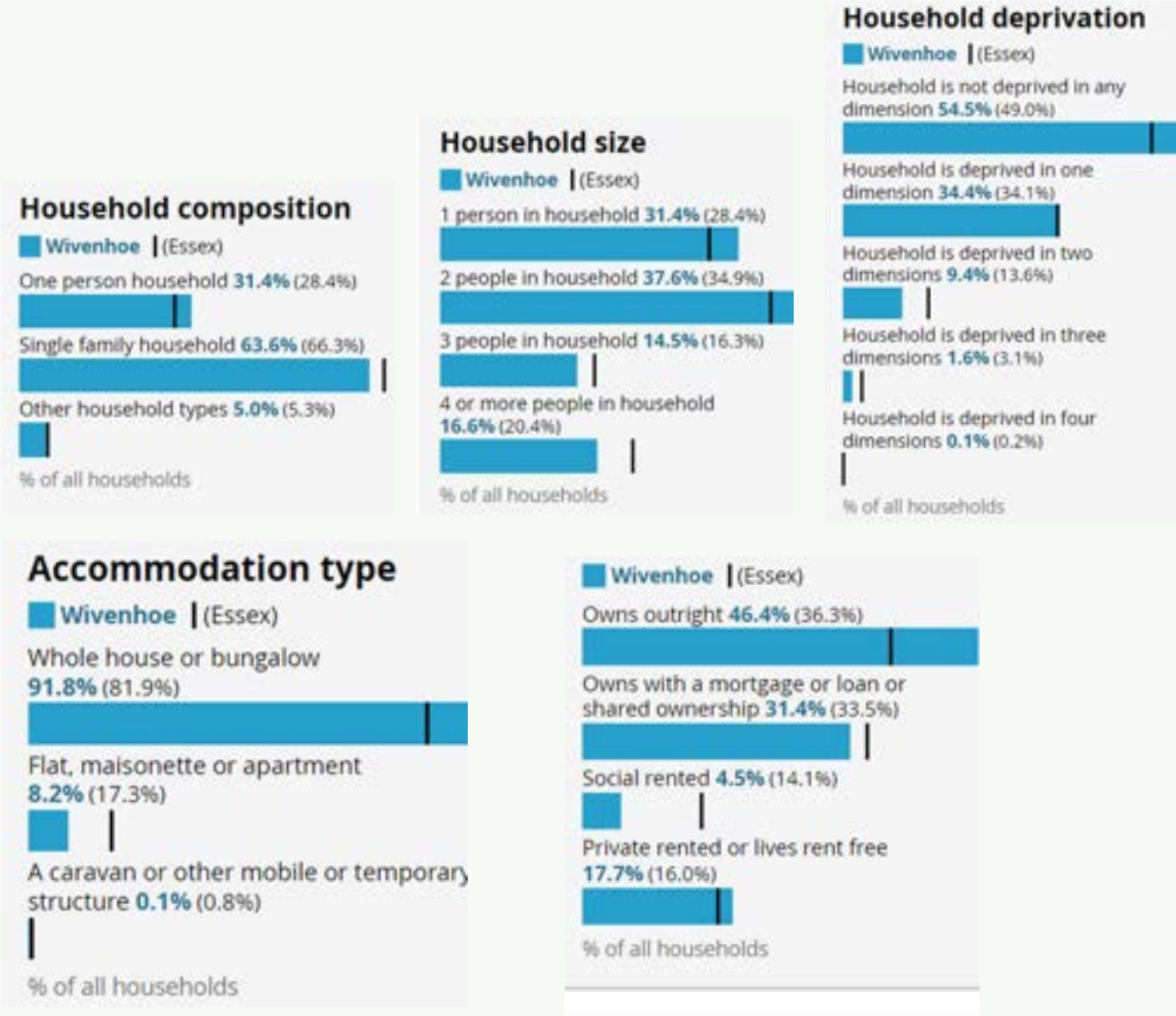
Ethnic group



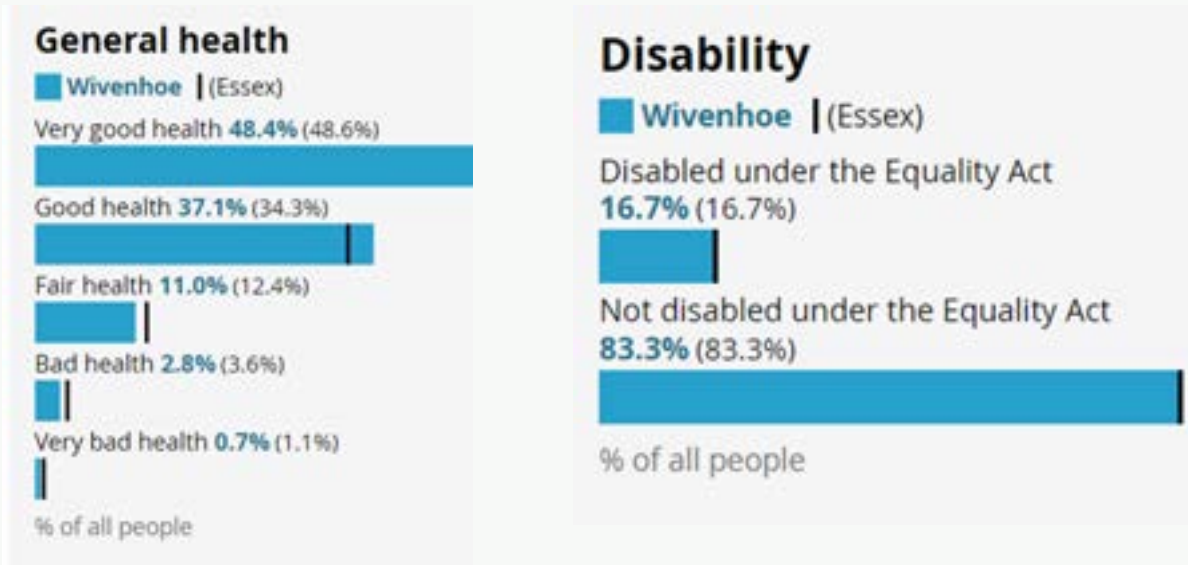
Religion



Housing:



Health and Wellbeing



Employment and Education

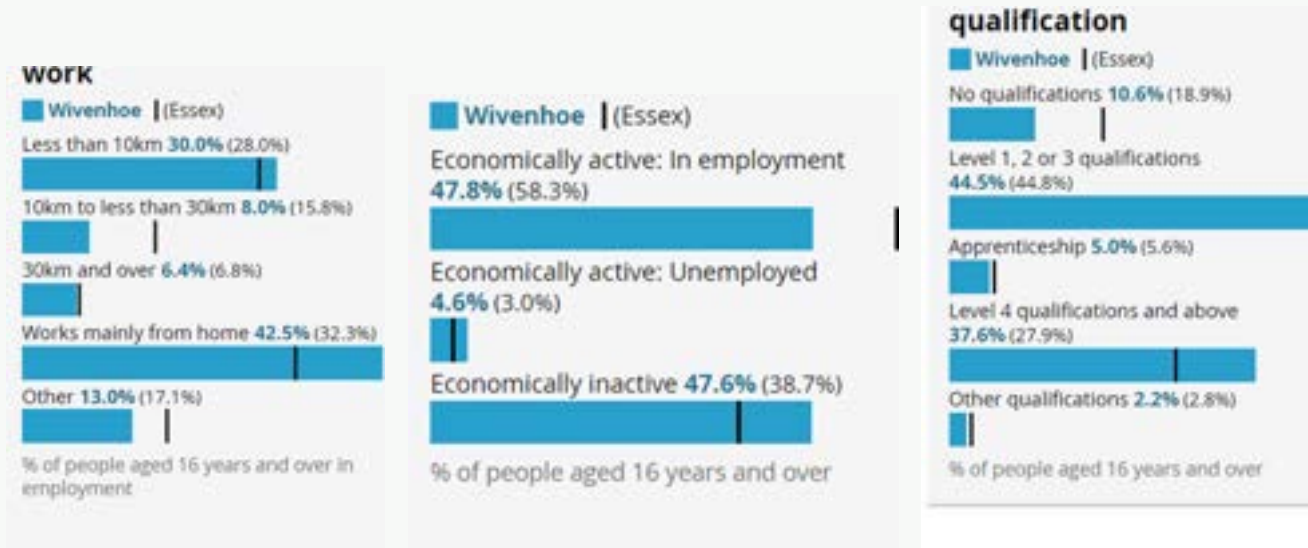


Image: Wivenhoe and the River Colne

Community Organisations in Wivenhoe

Wivenhoe Helping Hands (non profit help scheme providing transport)	Wivenhoe Community Trust
Wivenhoe Society	Wivenhoe Town Cricket Club
WivGigs	The Music Mix
Wivenhoe Allotments and Gardens Association	Wivenhoe Players
Wivenhoe Housing Trust	Wivenhoe Pantomime group
Wivenhoe Town Football Club	Wivenhoe & District Sporting Facilities Trust
Wivenhoe Sailing Club	Wivenhoe Tennis Club
Wivenhoe Bible Society	Touchstone Folk Dance Club
Wivenhoe Dementia Suport group	Colne Community Radio (not for profit)

Other Assets

Wivenhoe Youth Hub	Wivenhoe Cemetery
Chapel Museum	Wivenhoe Fire Station
Wivenhoe Rowhedge Ferry	The Sentinel Art Gallery
Wivenhoe Good Shed (aka the Engine Shed)	Wivenhoe Library
Wivenhoe Quay, wet dock and pontoon	Broadlane Sports Ground
Skate Park	Moving Image Cinema
William Loveless Hall	The Colne Social Club

Annual Events

- Wivenhoe Town Regatta
- The Great Wivenhoe Raft Race
- The Great Wivenhoe Paddleboard Race
- The Great Wivenhoe Pram Race
- Wivenhoe's Moving Image Film Festival
- Annual Christmas Lights Festival



Image: Wivenhoe Town Regatta Pram race 2024

Wivenhoe Town Council

- Denise Burke is the Town Council Mayor (keen interest in planning and local plans)
- 13 councillors on the Town Council
- Community Grant Fund, organises community days at the William Loveless Hall
- Parish Precept 2023/34 is £138.41 (Band D)
- Expenditure budget for 2023/34 or £480,840

Colchester City Councillors

- Mark Cory (Lib Dems)
- Andrea Luxford Vaughan (Lib Dems)
- Sean Kelly (Lib Dems)

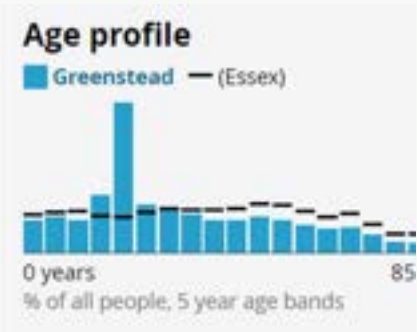
Greenstead (Colchester Ward West of TCBGC)



Population
14,700

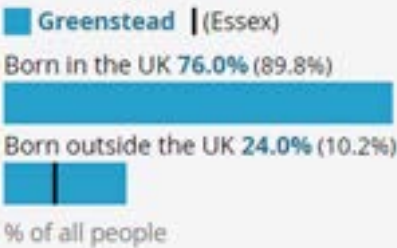
Number of households
5,700
households

Age:

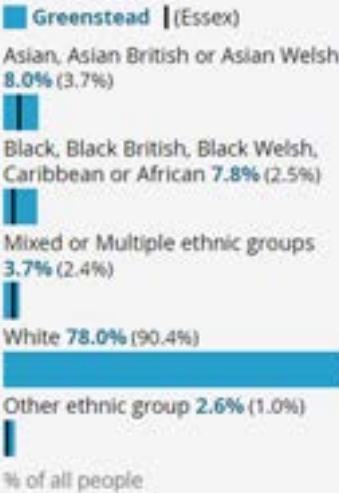


Ethnicity and Religion:

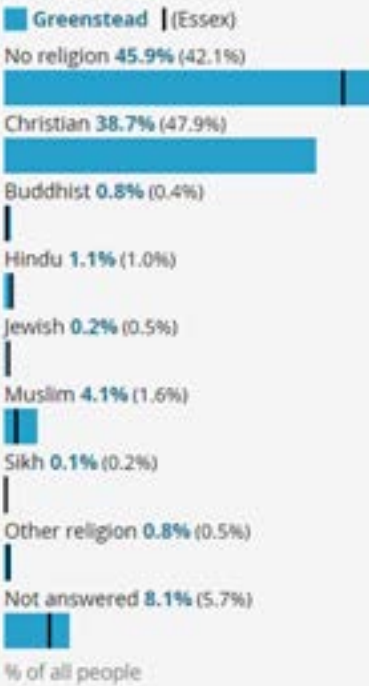
Country of birth



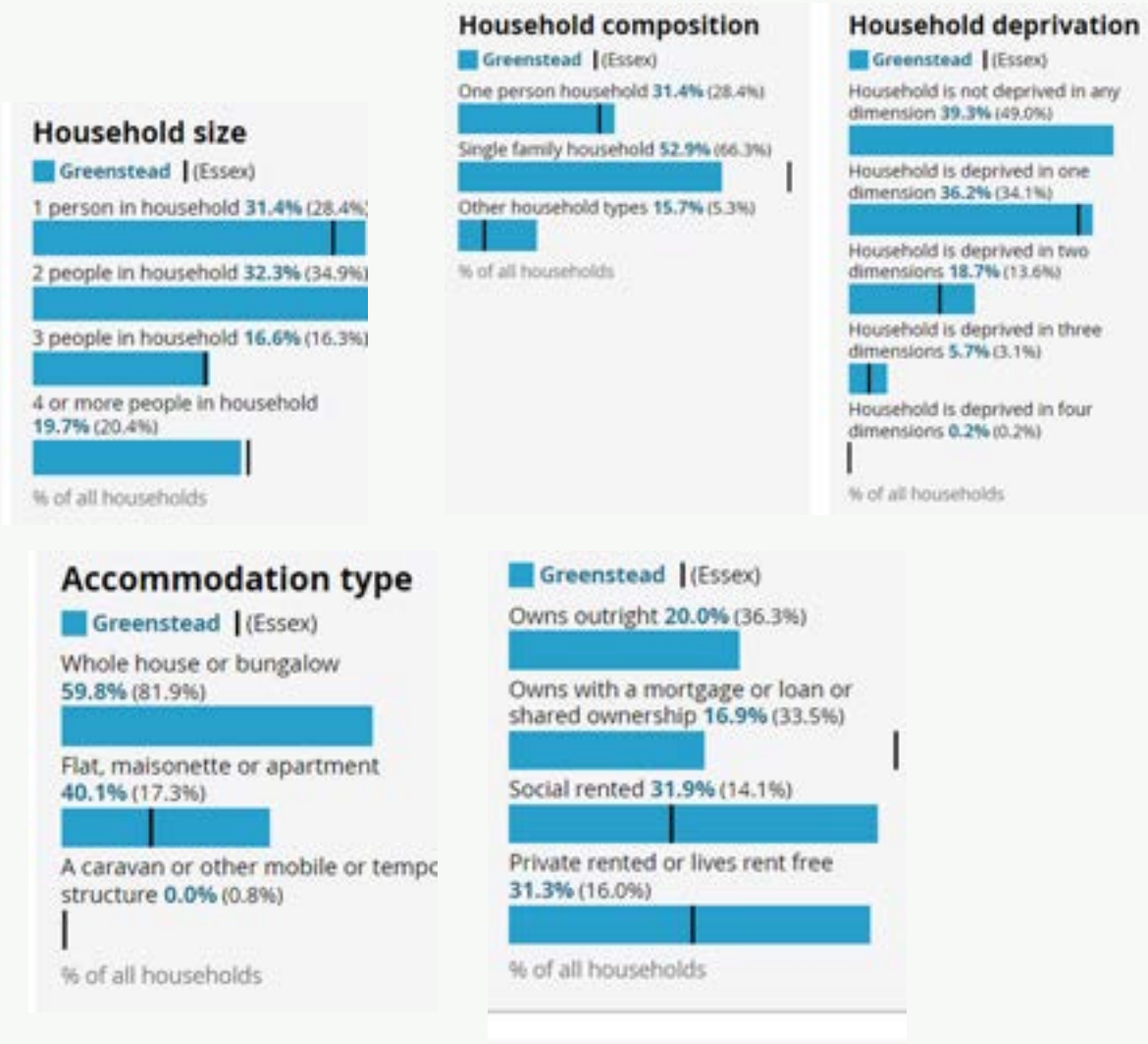
Ethnic group



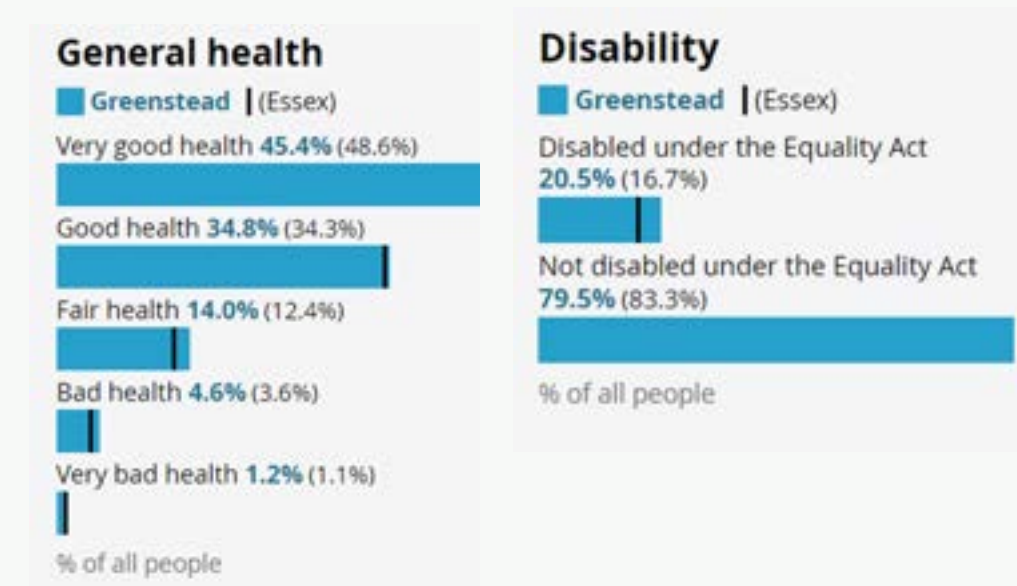
Religion



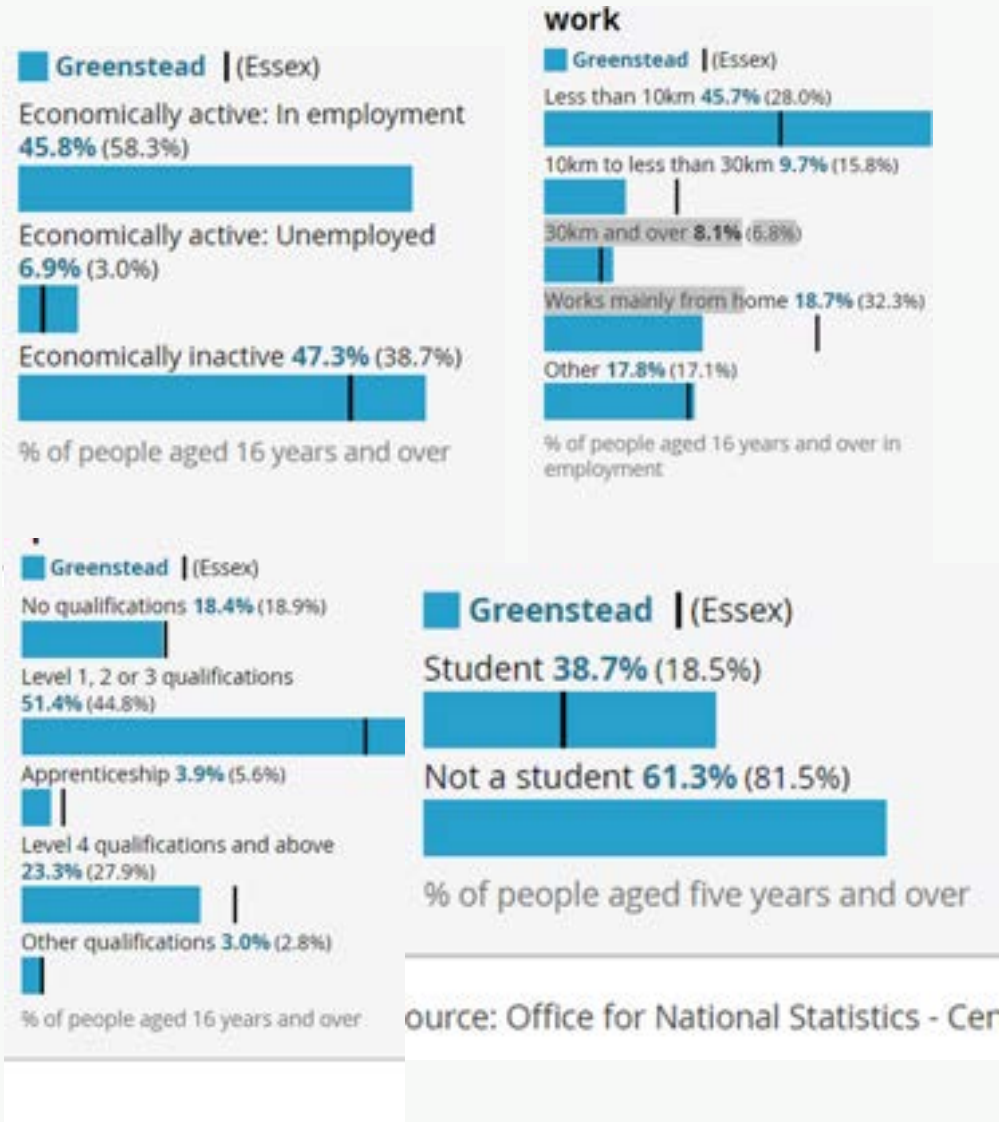
Housing:



Health and Wellbeing



Employment and Education



Community Organisations in Greensteads

Greenstead Community Centre	Centre (built in 2001) is a registered charity, run by two staff and a group of volunteers (Kelly's Kafe, Tots 2 Teens Baby Bank, Warm and Toastie Club, Clubbercise, British Sign language, Dance, Essex carers support group, Slimming world, Fibromyalgia support group, Karate, Yoga).
The Reanella Trust	a virtual learning course to young people in Greenstead around mental health, self-care, coping mechanisms etc.
Heart of Greenstead Scheme	part of the 18.2 million Town Deal Funding that Colchester City Council was awarded by the government in August 2022. The aim of the scheme is to provide improvements and opportunities to the area of Greenstead, making it a great place to live and work. The scheme will create a new multiuse community hub (an improved community centre, new doctors' surgery and pharmacy, a library, housing office, pre-school, community café, flexible community space). In addition, the scheme will create safer and more attractive public spaces, and up to 139 new affordable homes.
Essex Pedal Power	allows Greenstead residents to apply for a new, free bicycle and training
Greenstead Community Supermarket	allows residents with a small fee to shop once a week, open Thursday to Saturday 9.30am-12.30pm and is run by the Divine Assembly ministries and funded by Colchester city council, Essex County Council
Greenstead Association Social Club	
Greenstead Library	



Image: Greenstead Community Centre and Welcome to Greenstead sign

Education

- Little Explorers Preschool (Greenstead Community Centre)
- Unity Primary Academy
- Colchester Academy
- Hazlemere School

Health

The Hawthorn Surgery

Places of Worship:

- Church of Pentecost (Greenstead Community Centre)
- Divine Assembly Ministries (led by Nigerian pastors)
- Greenstead Evangelical Free Church (Gospel church)
- Elm Church Greenstead
- St Anne's Church (St Anne and St Matthew Parish Churches AKA Andy, Anne & Matt)
- Rev. Sue Howlett - Team Vicar & Pioneer Minister

Green Spaces:

- Greenstead Park
- Salary Brook Local Nature Reserve
- Hickory Avenue Playground
- Longridge Playground

Transport

Bus Service S4 and 1A (First Essex) to Colchester City Centre
Hythe Train station (close by)

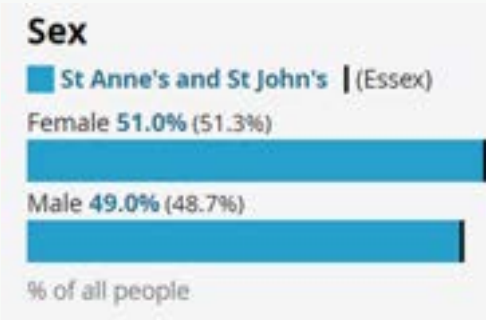
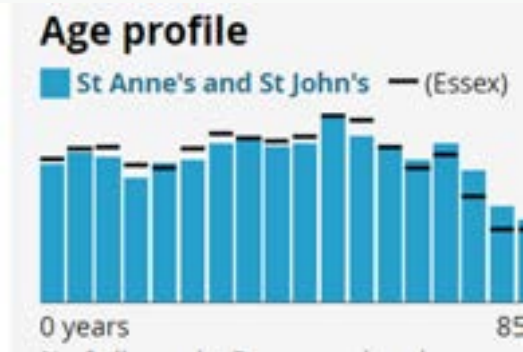
Colchester City Councillors

- Elizabeth Alake-Akinyemi (a church pastor and runs the Community supermarket - Labour)
- Julie Young (Labour)
- Tim Young (Labour)

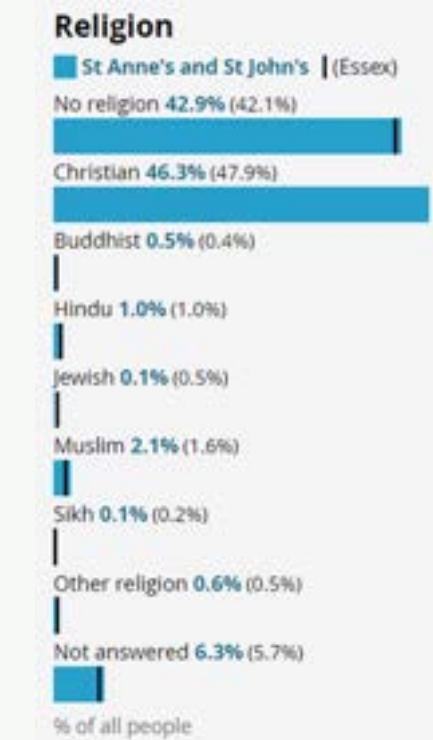
St Anne's and St John's (Colchester Ward North West of TCBGC)



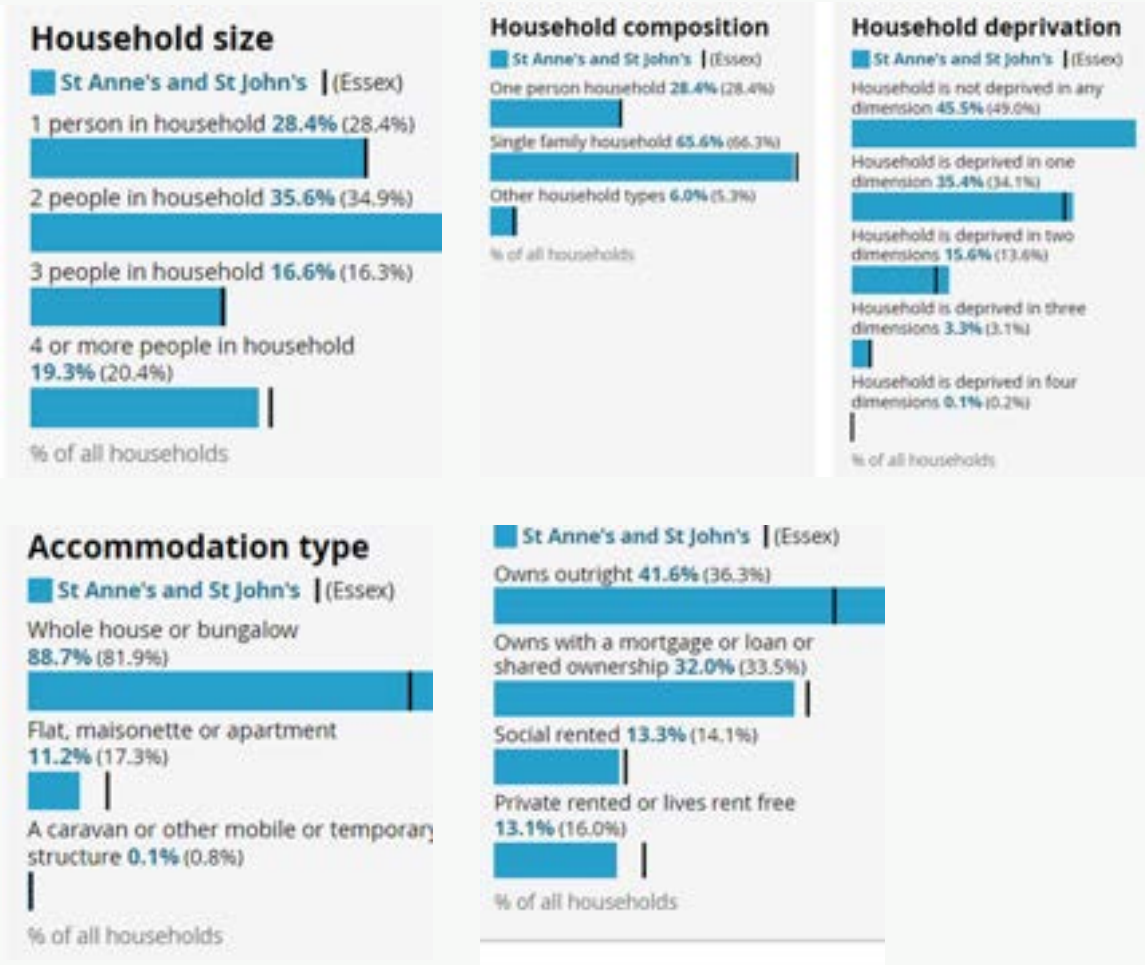
Age and Gender:



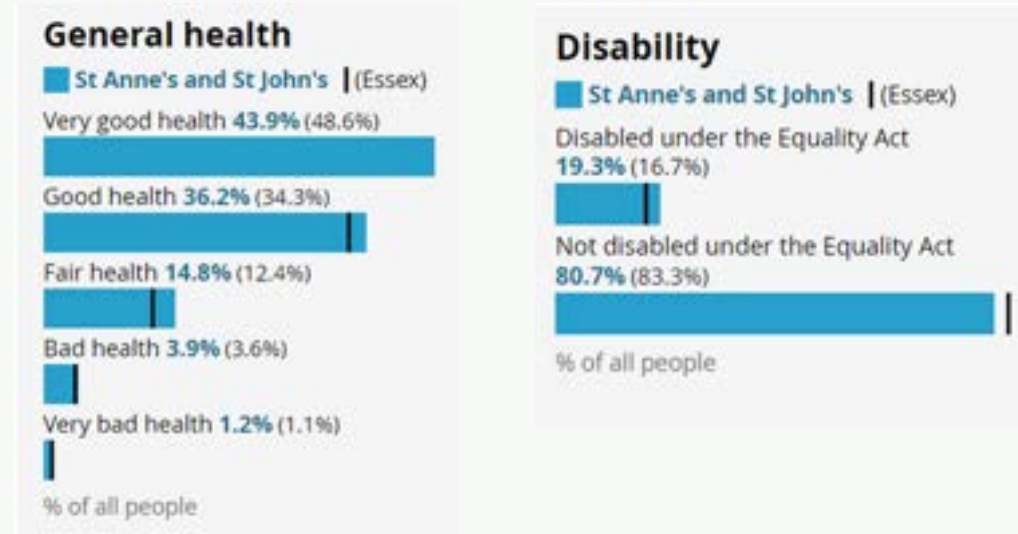
Ethnicity and Religion:



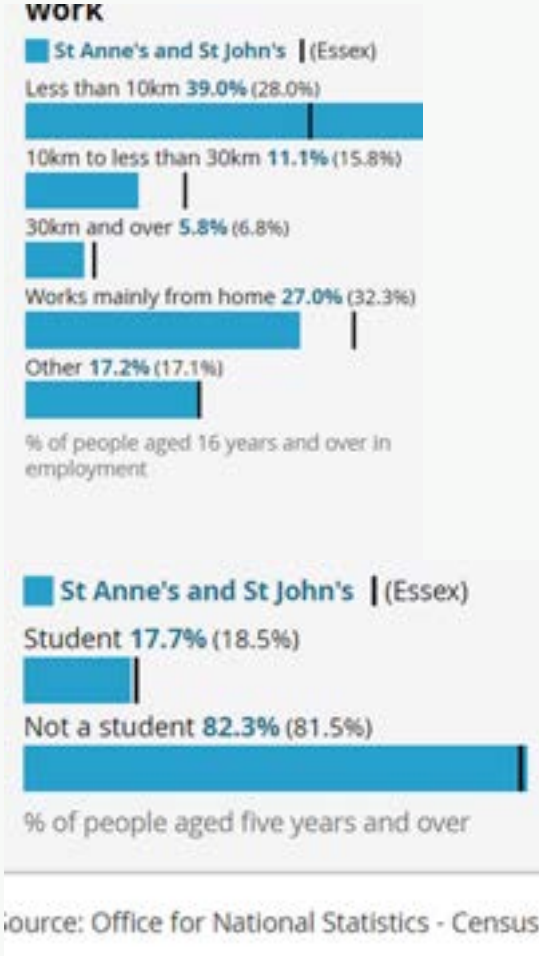
Housing:



Health and Wellbeing



Employment and Education



Community Organisations in St Anne's and St John's

St John's Church Community Centre	Indoor Bowls, The Shed Project, Kids & Youth group, Messy Church, Refresh café, Young Families, Thursday Generation, Community Choir
The Oak Tree Centre and Acord Hall	Theatre Train, Essex Boys and Girls Clubs, Food bank, Dance, stay and play, Pilates, Annual family fun day
St John's and Highwoods Community Centre	Squirrel's Preschool, baby & toddler group, phonics, latin workout, body & soul, ECML academy choir, different strokes group, line dancing, lunch club, Bridge club, strollercise, carpet bowls, coffee and chat, brass band, women's institute, breathe easy, narcotics anonymous

Health

Day Lewis Pharmacy

Education

- Roach Vale Primary school
- Friar's Grove Primary school
- St John's Church of England Voluntary controlled Primary school
- Humpty Dumpty Pre-school

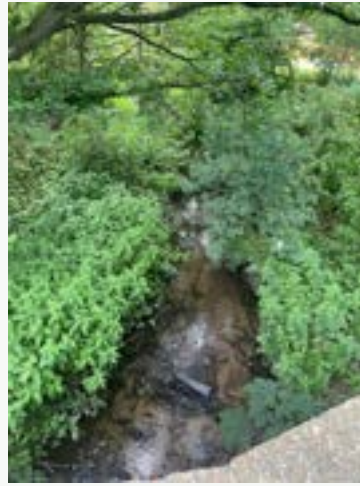


Image: Salary Brook Nature Reserve

Places of Worship:

- St John's Church (St Andrew, St Anne, and St Matthew Parish Churches AKA Andy, Anne & Matt) 'Three Buildings, One Church'- Rev. Viv Whitfield
- St Luke's Church (St John's & Highwoods Community Centre)

Green Spaces:

- St John's Playing field
- Elizabeth Close Playground
- Sioux Close Playground
- Highwoods Country Park

Other Assets

Barnardo's Children Centre

Transport

2, 8, 61 and 65 Bus route.

Colchester City Councillors

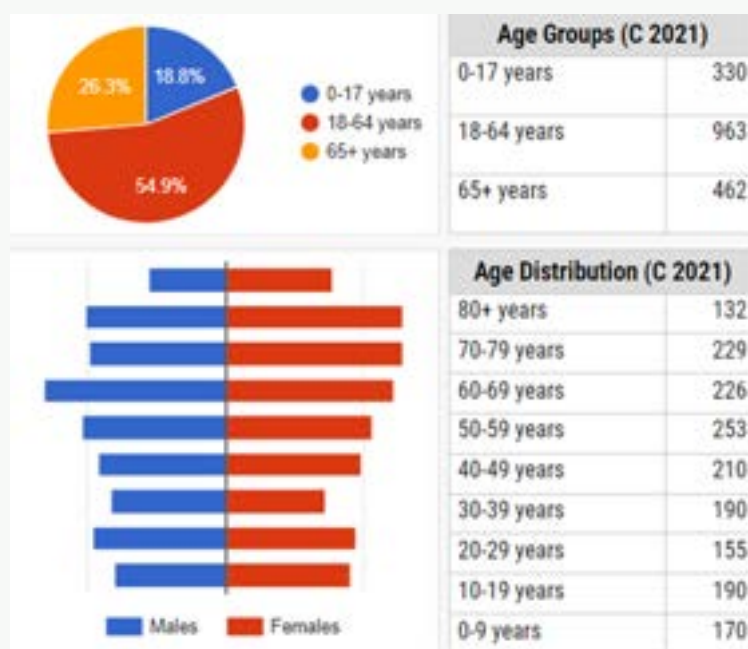
- Paul Smith (Lib Dems)
- Natalie Sommers (Lib Dems)
- Catherine Spindler (Lib Dems).

Elmstead Market, Tendring (East of TCBGC)



Population: 1989

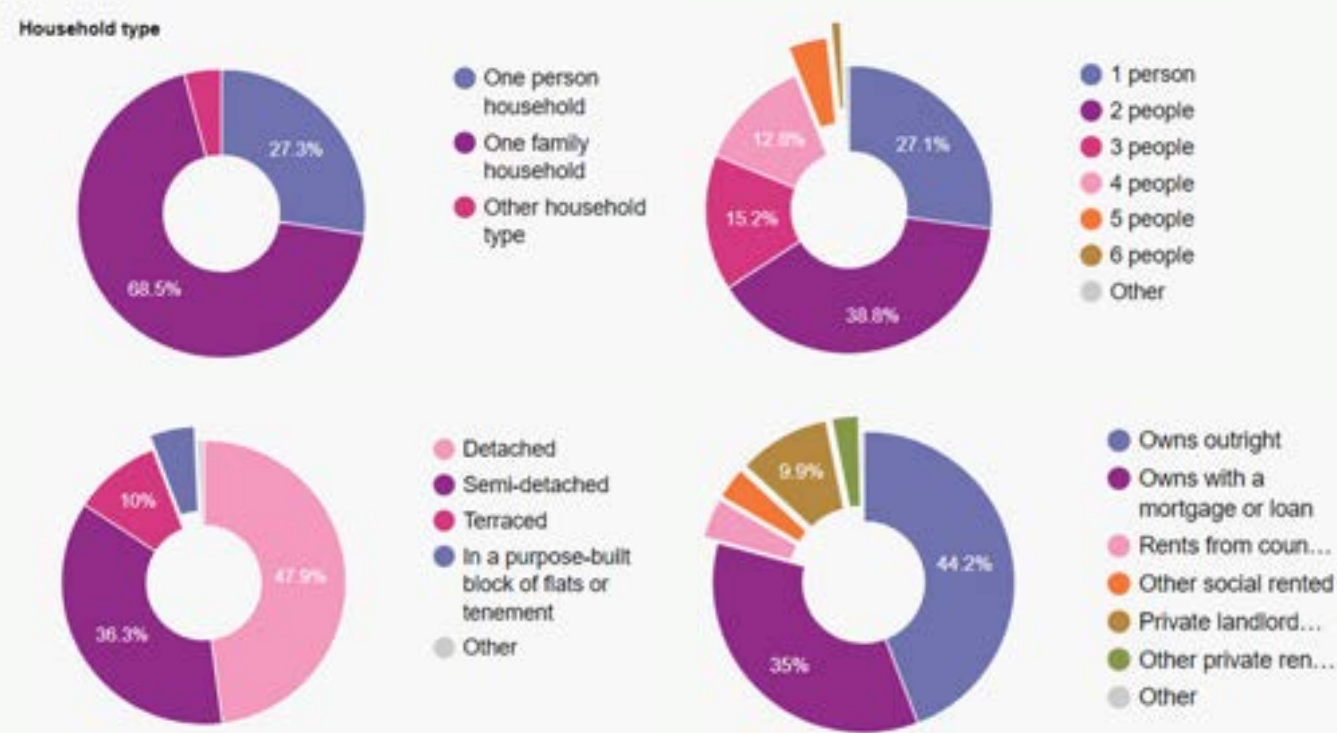
Age and Gender:



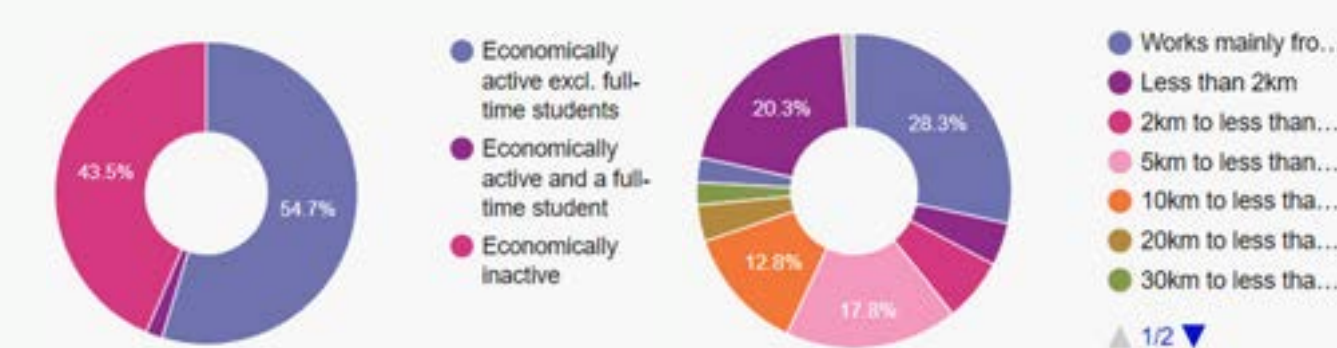
Ethnicity and Religion:



Housing:



Employment



Community Organisations in Elmstead Market

Elmstead Market Community Hall Action Team	a community group dedicated to delivering a new community centre). Funding provided from Elmstead Parish council, a new community centre will be built on the Charity Field Site, opposite the current community centre. There are developer contributions from nearby Church Lane development, which will pay for new football pitches, MUGA, outdoor patio and car park.
Elmstead Market Parish Council	<ul style="list-style-type: none">Chairman: Cllr. Adam Gladwin (Neighbourhood plan steering group, North Essex Garden Community working party, planning committee)9 Cllrs and a clerkResponsible for governance of the village, including grass cutting, verges, Christmas tree and lights, waste collection, bus shelters, street lightingEvents including Christmas Tree festival, Easter celebration, Halloween, Remembrance Day.Precept (Band D Council Tax)

Parish Precept

2022-23	£40,850	733.9	£55.66
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Image: Protect our buffer zone sign, and Beth Chatto Gardens

Health

Abbey Field Medical Centre

Education

- Market Field school (SEN school)
- Elmstead Primary school

Places of Worship:

- Elmstead Parish Church of St Anne and St Laurence
- Trinity Methodist Church

Green Spaces:

- Old school lane playground and playing field
- Elmstead Brook
- Dene Park
- Woodland Trust Wood
- Beth Chatto's Plants and Gardens

Transport

Bus routes 76 (Clacton- Colchester), 76X (University of Essex), 77 (Colchester), 721 (Thorrington)

Tendring District Councillors

- Cllr. Gary Scott (Leader of the Lib Dems)
- Cllr Ann Wiggins (Deputy Leader of the Lib Dems)
- Cllr Zoe Fairley (Conservative)

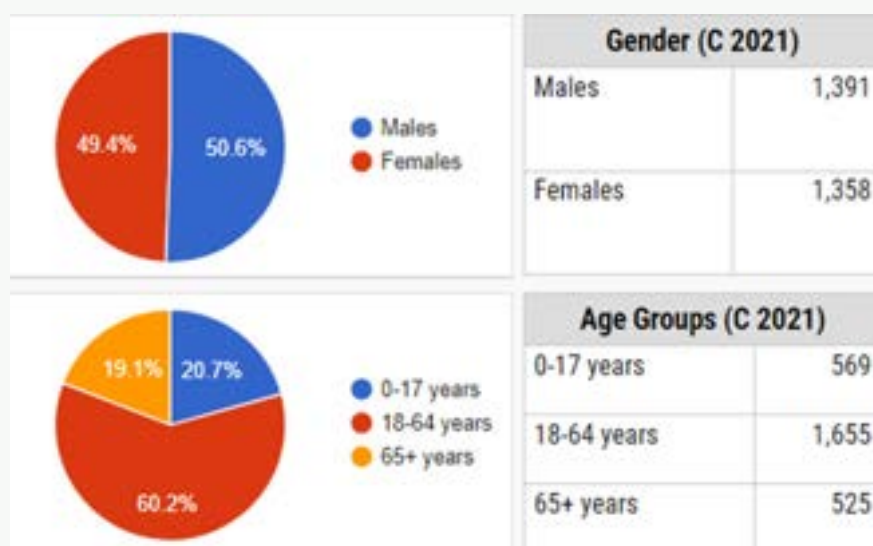
Crockleford Heath (part of TCBGC)



Crockleford Heath is a hamlet in the village (and Parish) of Ardleigh

The population of Ardleigh is 2700

Age and Gender:



Ethnicity and Religion:

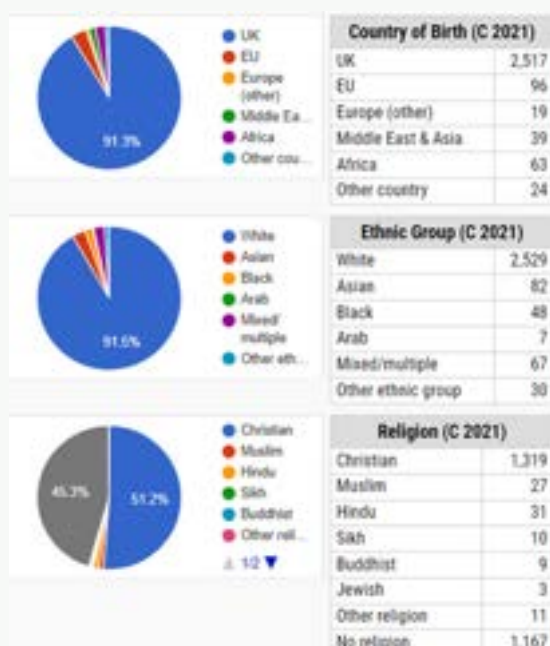




Image: Crockleford Heath home with plants for sale, and Blenheim Plants and Garden Centre

Community Groups

- Crockleford and Elmstead Action Group
- APACE (Ardleigh Practical Actions on Climate and Environment) – delivers free litter picking kits to every household, community litter picking days and other environmental initiatives
- Millenium Green Trust
- Ardleigh Matters
- Friends of Ardleigh Church
- Ardleigh Cricket Club

Annual Events

- Annual Horticultural Society show
- Kings and Queens of Ardleigh (Santa delivers gifts)
- Community Showcase
- Fun days/Big lunch on the Millenium green
- D-Day event

Ardleigh Parish Council

Year	Precept amount ^(a)	Tax base ^(b)	Band D Council Tax ^(c)
2022-23	£68,500	1,077.1	£63.60

- Ardleigh Parish is the epicentre of National Grid's Norwich to Tilbury proposals, which would surround the medieval village (Roman) with 50m high pylons, cabling and infrastructure
- The village (Crockleford Heath hamlet) will absorb 1,500 new homes from TCBGC. This is a big challenge for Ardleigh parish who want to protect the character of Crockleford Heath. They have concerns about traffic on Bromley road, loss of landscape and wildlife, the density of the housing, governance and stewardship, and neighbourhood planning.
- The parish deliver a community newspaper called 'The Ardleigh Advertiser' delivered by volunteers
- 11 Councillors
- Provide and maintain the play and exercise equipment, amenities and street furniture (noticeboards, bins, streetlights, benches, footpaths), tree surveys and maintenance
- Owns and is responsible for the cemetery, village hall and recreation ground
- Work in partnership to lobby/ support planning applications, highway issues, major infrastructure issues, future developments etc.

7. Conclusions

In reflecting upon the original aims and objectives of this community asset mapping exercise, it is clear that the surrounding communities that border the Tendring Colchester Borders Garden Community site are going to be significantly impacted by the development. The surrounding communities have obvious differences and disparities, such as the urban city ward of Greenstead where there are high levels of deprivation, to Wivenhoe a much more affluent small town. Consideration needs to be given to the unique needs of the different communities to ensure that any value and opportunities arising from the development are experienced proportionally and equitably.

As such, the new development presents a number of opportunities to improve the existing community facilities and infrastructure, as well as seek opportunities for integration between the new and existing communities from the earliest opportunity. This is particularly true for Crockleford Heath, a hamlet where there is an existing community identity and voice, which will be more directly related to and connected with the development.

It is clear from the vision of Tendring Colchester Borders that the development intends to create something very special, playing to the strengths and opportunities of the location, bringing in some best practice and new ideas to provide social, economic, and environmental benefits to both the new and existing communities.

Given the strong ambition to create a sustainable, healthy, and active community there is a need to improve connectivity between the different areas through active travel measures to encourage movement and integration. Although there are good public transport links the delivery of the Rapid Transit System should help to alleviate some of the pressures on congestion. The new employment land and Knowledge gateway will provide local opportunities for employment, skills and training, as well as possible partnerships with Essex University.

Next Steps

A high-quality stewardship and placemaking brief researched and developed as part of the planning and design process for the proposed development, and subsequently implemented from first occupation, will be a key feature and tool to deliver on the Tendring Colchester Borders Garden Community vision. Such a strategy would provide the governance and management structure to support the long-term management arrangements of the public open space, play areas and community facilities, as well as deliver practical community engagement and development work to create a strong sense of community and encourage community cohesion. Careful consideration needs to be given to ensure integration between the new and existing communities is possible at the earliest opportunity.