Report of the Consultation on the draft

Foxhill Regeneration & Development Charter

Homes & Communities Agency

Advisory Team for Large Applications (ATLAS)

May 2016



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1. Introduction

Bath and North East Somerset Council (B&NES) and Curo are working with local people to ensure that future development at Mulberry Park and Foxhill Estate will enable improvements in both the physical and social environment of the Foxhill Area. A Regeneration and Development Charter is being created to establish a set of shared ambitions for this area that can inspire existing and new communities to become involved and shape the future of their neighbourhood. It is also intended to act as a framework for B&NES and Curo as they work together to develop Mulberry Park and regenerate the Foxhill Estate. The ultimate goal of the emerging Charter is to secure better outcomes for Foxhill and the wider area.

ATLAS was asked by B&NES and Curo support this project through work around the development, testing and refining of the draft Charter, including through the independent facilitation of a consultation event for Foxhill residents and other stakeholders. The key purpose of the consultation was to provide the residents and stakeholders with an opportunity to test, refine and improve the draft Charter. It was also intended as an opportunity to raise awareness of how the Charter will be developed and how people may continue to contribute to it and the future master planning of the Foxhill Estate.

Accordingly, the consultation on the draft Charter is not an isolated event. The draft Charter emerged from work between B&NES and Curo, facilitated by ATLAS, and was approved for public consultation by B&NES in early February 2016. This background is explained in more detail in Appendix A to this report. Also included in Appendix A is a summary of how both the online consultation and stakeholder workshop were run.

The purpose of this report, therefore, is to draw together a transparent record of that consultation and in particular the key outcomes and messages on the draft Charter Ambitions provided through the consultation. It will also look to set out some independent recommendations for how any refinements to the draft Charter might be incorporated and how the key messages might be best responded to through the wider master planning and consultation processes.



2. Charter Consultation Outcomes and Analysis

From the analysis undertaken for the purposes of this report, the outcomes of the Charter consultation have been divided into two main categories:

- 1. General Messages on the Charter and the proposed regeneration plans that have been drawn from the feedback sheets, key issues and priorities notes, online comments and other submissions made during the course of the consultation, for example from the Foxhill Residents Association and Historic England; and
- 2. Draft Charter Ambition Feedback specific feedback relating to the draft Charter ambitions collected during the workshop and from the parallel online consultation.

Appendix B to this report contains a series of tables which provide further information on the detail and analysis of the consultation outcomes. The key points are set out below.

General Messages

The General Messages summary sheet at Appendix B provides an analysis and some examples of the types of messages that were apparent from the consultation responses. These include:

- Fit for purpose and affordable housing is a primary concern
- Ensure fully inclusive and fully representative engagement going forward
- The Charter should recognise and reflect the qualities of the existing Foxhill community
- The Charter should be inventive and challenge and respect the aspirations of the local community
- Curo and B&NES need to do more to address uncertainty and misinformation
- Future performance against the Charter ambitions needs to be measurable and enforced



Aerial photo of Foxhill estate identifying home location of consultation attendees.

Draft Charter Ambition Feedback

Appendix B also contains a summary sheet of the workshop and online consultation outputs specific to each Charter Ambition (i.e. Communities, Connections, Housing Choice and Quality of Place). A simple traffic light system has then been used to illustrate the general levels of: agreement with the proposed ambition; disagreement; or potential agreement subject to changes, where this was shown by the responses provided. For the online comments, the light rating has been chosen based on the majority view, where this occurred.

It should be noted that attendees at the consultation event were asked to give their views on agreement or disagreement with the ambitions on the basis that this does not automatically reflect any agreement to how the Charter Ambition may eventually be delivered. The detail of this will be for discussion at subsequent participation events such as through the envisaged Curo master planning process.

The Ambition Summary Sheets indicate that there are a range of aspects of the emerging Charter ambitions over which it could be said that there is broad acceptance or agreement. These include some of the ambition statements relating to:

- Communities continuing to be proud of themselves and their local neighbourhood;
- Ensuring good affordable access to services;
- Improved high speed and affordable broadband:
- Opportunities to work from home or close to home;
- Developing skills and opportunities for learning alongside flexible community space;
 and
- No obvious visible differences between housing ownership types.

There are also a number of ambitions where the consultation responses indicated that there was potential for agreement but that the Ambition would benefit from refinement or changes. These included:

- Providing opportunities and the tools for residents to become engaged in what is happening and to take the lead in developing and managing their community;
- The importance of affordable and reliable public transport options to support connectivity;
- Better definition of how access to community facilities will be improved;

- Recognition that many existing residents felt that their homes are of a high standard and that providing housing choice and aspiring to high quality should also apply to those existing homes;
- Recognition that there are good quality aspects to the existing environment; and
- All employment opportunities should be encouraged including working from home.

It is important to also be clear that there were a number of the draft Charter ambitions that presented real areas of concern for respondents or, at the least, requests for further or clearer information as to what delivery of the ambition might mean or entail. These were principally within the Housing Choice and Quality of Place ambitions and related to:

- Concerns with the ambition relating to the provision of a greater choice of homes due to a lack of real information as to what the provision of a greater choice might include, particularly in terms of re-provision of (or lack of) affordable rented housing;
- Concerns over the ambition related to the provision of housing for changes in people's needs and lifestyles and whether this would require people (especially the elderly) to move;
- Concerns that the Quality of Place ambitions are focussed on new housing and don't respect the existing positive aspects of Foxhill and a lack of confidence that Mulberry Park would be a high quality benchmark; and
- Concerns over the approach to engagement to date and the sometimes contradictory messages and general lack of information leading to a lack of trust over what is being proposed through the ambitions and how exactly it will be delivered.

A summary of the general comments that were recorded by the facilitators during discussions on each Charter Ambition at the workshop event but which are not always directly related to the Ambitions are also set out at the bottom of the four Ambition Summary Tables at Appendix B. Similarly, other detailed comments and observations about the regeneration proposals were also recorded throughout the consultation process to date. These have also been captured in the 'Record of Outputs' accompanying this report and incorporated and summarised in the analysis set out in this main report.

3. Overall Conclusions and Recommendations

The consultation on the emerging draft Foxhill Regeneration and Development Charter sought to provide an opportunity for the local residents and stakeholders to test, refine and improve the draft Charter. It was also intended as an opportunity to raise awareness of how the Charter will be developed and how people may continue to contribute to it and the future master planning of the Foxhill Estate.

With regard to the first of these aims, the outputs from the consultation can be seen to have proved successful in testing, refining and suggesting potential areas for improving the draft Ambitions alongside noting some concerns. In general terms, the main ambitions of the Charter were broadly supported with those key concerns and proposed changes being related mainly to the detail of how the ambitions are expected to be delivered.

Appendix C to this report sets out a suggested set of refined Ambitions wording. This has been produced by ATLAS to reflect, as far as possible, those areas where there was clear consensus and broad agreement (including potential agreement subject to changes) from the analysis of the recorded outputs of the consultation.

Recommendation 1: The first recommendation is that this refined wording is considered for inclusion by B&NES and Curo in the next iteration of the emerging Charter.

Alongside this first recommendation, the consultation process appears to have also proved useful in raising awareness of the Charter and how it will be possible to contribute to it and the future master planning exercises for the Foxhill Estate. In doing so, the consultation has identified a number of key issues and areas of potential focus for further work. These should be taken forward and addressed through the ongoing evolution of the Charter and the wider master planning and regeneration process that the Charter seeks to guide and inform.

Below is a set of further recommendations to be considered for areas of work which support the central cross cutting theme of the emerging Charter: to build a sense of community and integration through providing a greater choice of housing along with the active participation of people in the way their neighbourhood is run.

Recommendation 2: Clearly explain to the residents and stakeholders the case for regeneration as part of an inclusive approach to option testing, as part of the wider master planning process.

Recommendation 3: Develop a set of (SMART) measures of success for the Ambitions, working with the residents and stakeholders as part of an inclusive approach to option testing, as part of the wider master planning process.

Recommendation 4: In particular, develop, define and share with the residents and stakeholders as early as possible greater detail on the approach to affordable housing and housing choice that can be offered generally.

Recommendation 5: Clearly set out the opportunities and timeframes for continued resident and stakeholder engagement as part of the more detailed discussions on developing the measures of success, option testing and wider master planning.

Recommendation 6: Revisit and re-fresh the approach to governance, engagement and communication for the regeneration proposals to ensure that it is fit for purpose going forward and to establish clear champions for and ownership of the Charter and its Ambitions.

The emerging Charter seeks to set out the shared ambitions for the successful regeneration and development of the Foxhill Housing Zone. It has been recognised through this consultation on the draft Charter that it is not an isolated event. It is for B&NES, Curo and the community now to consider this report and the above recommendations and look to use them and the emerging Charter and master planning process to seek to ensure that it results in an integrated, distinctive, vibrant and sustainable community.

Homes & Communities Agency

Advisory Team for Large Applications (ATLAS)

Appendix A

Context and Summary of Consultation Activities



Context for the Charter Consultation

The consultation on the draft Charter that is the subject of this report is not an isolated event. The idea and current content of the emerging Charter grew out of three workshops organised by ATLAS which involved B&NES officers and members and Curo staff. The workshops took place over three months between November 2015 and January 2016 and brought together representatives from B&NES and Curo to talk about their aspirations and issues for the future regeneration of Foxhill. The starting point for these discussions was to use the recent designation as a Housing Zone to look afresh at the vision for the regeneration of the area, whilst also drawing on the previous work undertaken by Curo, B&NES, the community and voluntary organisations.

A draft of the Charter was subsequently created jointly by B&NES and Curo (drawn up by ATLAS) to capture that initial set of shared ambitions for the Foxhill Estate and adjacent Mulberry Park. At the heart of the draft Charter are four ambition themes (Communities, Connections, Housing Choice and Quality of Place) that will guide decision-making about regeneration and development. Each of the ambitions aims to contribute to building a greater sense of community by providing more housing choice and through the active participation of people in deciding how their neighbourhood is run. The emerging Charter has also been informed by the outcomes and proposed actions of the emerging 2016 Social and Economic Regeneration Plan for Foxhill and Mulberry Park prepared on behalf of Curo by the Centre for Local Economic Strategies (CLES).

The draft Charter document was approved for public consultation by B&NES in early February 2016. It was recognised that it would be crucial to draw on the views, knowledge and experience of local residents and community groups and other stakeholders to:

- test what had been produced so far; and to
- seek to develop a set of commonly shared ambitions for the area through refinements and improvements to the ambitions as set out in the draft Charter.

The draft Charter acknowledges that it should be a 'living' document that will benefit from periodic scrutiny, review, updating and refinement as the regeneration and development proposals are delivered over a number of years.

In this context, and reflecting the potential for ongoing refinement of the Charter, it should be noted that through the consultation, more than one version of the

emerging ambitions wording was used. This included a number of small differences and refinements between the detailed ambition wording used in the consultation and that approved for consultation by B&NES Council (Draft Version 5). A summary version of the emerging Charter was also produced as a tool to specifically aid the consultation event. It sought to focus on the intent of the emerging ambitions with a 'plain English' form of wording.

The ambitions will be delivered through a yet to be defined combination of social, economic and physical regeneration and development. The options for this will be developed and tested against the ambitions in the Charter through a series of further workshops with residents involving B&NES, Curo and other stakeholders alongside wider public exhibitions. It is through this process that the further level of detail as to how exactly the ambitions are expected to be delivered will be resolved. Therefore, it is likely that the process of refinement of the Charter will continue and that the ambitions produced as an outcome of this consultation will continue to be shaped through that ongoing wider consultation and engagement process.

Summary of the Charter Consultation Activities

The consultation on the draft Charter comprised two key elements: a workshop with invited local residents and other stakeholders; and an online consultation open to all, including those residents invited to the workshop that were unable or who did not want to attend.

Online Consultation

For the online consultation, respondents were asked to review the draft Charter ambitions and to state the level agreement of disagreement with each ambition. Respondents were also able to provide any general comments or views including any changes sought. The consultation was hosted on the B&NES website and ran from 29 February to 8 March 2016. Seven responses were completed. The outputs from these responses and analysis of them have been incorporated alongside the reporting of the consultation event outcomes in the following section.

All of the online responses can be found in full in the second volume of this report - the 'Record of Outputs'. This further volume of the report contains the original copies of all of the material collected through the online consultation as well as at the stakeholder workshop event.

Consultation Workshop

The consultation workshop was held on 1st March 2016 from 6pm to 8.30pm at Saint Andrew Community Church, adjacent to the Foxhill Estate. The event was organised and managed by a team of 6 independent facilitators including ATLAS officers (Paul Brockway, Ian Collinson & Dinah Roake) with additional support from Wayne Dyer, Nicola White and Duncan Laird of Arup.

The main purposes of the event were to:

- Explain what has been done so far regarding the progression of the draft Charter.
- Explain what the process is likely to be from here for the Charter and its relationship to the master planning process.
- Within this context, to give local residents and stakeholders an early opportunity to test, challenge, influence and refine what is said in the Charter in terms of the key Charter Ambitions

Clean Slate (a social enterprise) hand-delivered invites to all properties on the Foxhill Estate (863 households) during the week beginning 15 February 2016. Bespoke emailed invitations also went to members of the identified community groups including: Foxhill Residents Association; Foxhill Forum; Stakeholder Forum; and the Residents Regeneration Panel. 36 replies to the invitation were received confirming intended attendance. Copies of the 'plain English' summary of the draft Charter were issued in advance of the event to all those who had confirmed an intention to attend. 40 people actually attended and this number included both residents and representatives from:

- Foxhill Residents Association
- Foxhill Forum
- TPAS Foxhill Independent Advisor
- The Residents Regeneration Panel
- Bath Preservation Trust
- Saints Peter & Paul Church
- Foxhill & Combe Down Residents Association
- Bath Bus Users Group
- Federation of Bath Residents Groups
- The Widcombe Association

The attendance list can be found in the 'Record of Outputs' accompanying this report.

Upon arrival each attendee was asked to locate their home address on a plan of the estate and surrounding neighbourhood. Examination of this plan shows that the majority of attendance was from residents of Foxhill with some representation from the wider Combe Down area and wider Bath. For Foxhill, an even spread of residents from across the estate attended with proportionately more representation from those living in the houses than in the flats. Comparison of this plan to plans showing information on home ownership indicates a balance of owner occupiers and tenants attended the workshop suggesting that the messaging from the event is balanced across social housing tenants and owner occupiers.

In addition to the location of their home, each attendee was asked to note down their top current issue or concern with the estate and their top priority for the future of the estate. Scans of the response sheets can be found in the 'Record of Outputs' and the key messages are outlined later in the analysis section this report.

The main focus of the event was on the 4 Ambition themes of the draft Charter. Attendees were allocated into four groups of around ten individuals with a balance of residents and other stakeholders. Twenty minutes discussion was allocated to each ambition (Community, Connections, Housing Choice and Quality of Place). Each facilitator was allocated an ambition theme and rotated around each of the four groups in turn to lead a discussion on that ambition.

The facilitators sought to establish if there was a consensus view within each group and asked each group to grade each ambition and sub element from strongly agree to strongly disagree. Careful record was made of all of the comments made including those relating to any gaps and ideas for refinement and priorities for the ambitions. Each groups scoring of the four ambitions and the notes made by the facilitator can be found in the 'Record of Outputs' and a summary is provided in the analysis section of the main report.

At the end of the event, attendees were thanked for their inputs and a commitment was made to share the outcomes of the process with residents and stakeholders at the earliest opportunity through the sharing of this Consultation Report. Feedback forms were completed by 15 of the 40 attendees. Over 90% found the purpose of the event to focus on the refinement of the ambition was clear. Two thirds (66%) stated that they felt listened to and they had an opportunity to get their views on the draft Charter across. Free text comments made on the sheets have been evaluated and incorporated into the overarching messages set out later in this report.

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Appendix B

General Messages and Ambitions Summary Sheets



General Messages

How to Read this Summary

This summary sheet seeks to draw a set of common messages from the consultation event on 1st March 2016 and the parallel online consultation that ran from 29th February to 8 March 2016. The sources of information that form the basis of this summary includes:

- Issues, concerns and priorities recorded on 'Graffiti Walls' at the 1st March consultation event;
- Free text from completed feedback forms for the 1st March consultation event; and
- Free text from online consultation responses.

A full record of all of the general messages provided can be found in the 'Record of Outputs' which accompany this report.

Proactively manage misinformation and uncertainty

'All sounds very good, but does not reflect the concerns of locals that they do not know what is happening (especially existing home owners) and do not feel they are being listened to.' [Event feedback form 1.3.16]

'Uncertainty of what will happen to my house' [Consultation Event Graffiti Wall]

'Will it affect houses that currently viewed for re-development on Foxhill? [Event feedback form 1.3.16]

Future performance against the Charter ambitions must to be measurable.

'The aims are very difficult to monitor in practice they are so broad. How do you know they are being achieved too? Who will enforce? How will locals be able to measure performance?' [Event Feedback Form 1.3.16]

How are we going to ensure that B&NES and Curo abide by the terms? What will residents be able to do to enforce it? [Consultation event graffiti wall]

'The ambitions are all well and good but how are they going to be achieved?' [Online consultation response]

The ambitions are very broad with a lot of room for interpretation and 'wriggle room'. How do you measure them and know that they are being observed? What will local residents be able to do to ensure they are abided by when so many feel they have been ignored up until now? [Consultation event graffit wall]

The Charter must reflect the qualities of the existing Foxhill community.

'A community is not created by putting lots of people in houses and flats: it is created by living side by side for a long time and it takes time to be built. We already have a caring, thriving strongly knitted community' [Online consultation response]

'That lovely caring supportive community we live in is not destroyed and that tenants and owners wishes are respected and taken into account' [Consultation Event Graffiti Wall]

'The community will be destroyed rather than enhanced and the mutually supportive life style which will be taken away from the residents will create social problems rather than offer social benefits.' [Online consultation response]

'Those who drew up this charter have not visited the homes of the residents: most of these are beautifully decorated and furnished, clean, with well-kept gardens. The school children have clean beautifully ironed uniforms and have great fun driving around the peaceful streets of Foxhill on their bicycles and after Christmas the recycling materials on the pavements are full of the evidence of the large amounts of Christmas presents which have been offered to adults and children. Hardly the image of an area with high levels of deprivation. '[Online Consultation response]

Ensure fully inclusive & fully representative engagement

'Listen to us. This was a good meeting' [Event feedback form 1.3.16]

'We should involve all members of the current community' [Consultation event graffiti wall]

'The average age of those attending was high. How do you propose to interact with younger people?' [Event feedback form 1.3.16]

'Can we have some more publicity to involve more Foxhill residents' [Event feedback form 1.3.16]

'There are not enough opportunities to view plans for redevelopment. This needs addressed for those who are unaware of how they may be affected' [Consultation event graffiti wall]

Fit for purpose & affordable housing stock is the primary concern

'The concern dominating local Foxhill residents who own their homes is what will happen to them and the break-up of the community. Many have lived here for many years and invested time and money in their properties and their community. They do not know what they will be offered for their existing properties but it is likely to be less than the new home. For many shared equity is unattainable, too old or insufficient income to get a mortgage, or to make mortgage and rent payments.' [Consultation event graffiti wall]

'Much of the housing in Foxhill is damp, suffers from condensation and is poorly insulated and soundproofed. This is an opportunity to get rid of this and build modern, well insulated with low cost maintenance and heating, This must not be missed' [Online Consultation response]

'In terms of standards, these need to include energy efficiency, climate change resilience, good practice about homes that promote healthy lifestyles rather than cramped units. In terms of affordability, this needs to include implications of on-going energy efficiency and also service charges.' [Online consultation response]

'How can Curo look after the new home when they don't look after the ones which people live in now, damp windows etc.' [Event feedback form 1.3.16]

'Curo are obliged to give equal maintenance to all current residents until the new estate is in place' [Consultation event graffiti wall]

The Charter must be inventive and challenge and respect the aspirations of the local community

'The Charter must be interpreted in an innovative and ambitious way, especially looking at what has been successful elsewhere, even if that is on mainland' [Online consultation response]

'Local people can manage their communities, but sometimes they do not have the experience and knowledge of how other communities can work, that can help them to keep open minds' [Online consultation response]

Communities Ambition

How to Read this Summary -

This table shows a summary of the recorded outputs for the named Charter Ambition text recorded from each Group at the consultation event on 1st March 2016. It also shows a summary of the responses received to the online consultation that ran from 29 February to 8 March 2016. A simple traffic playstem has been used to illustrate the general levels of: agreement with the proposed ambition; disagreement, or potential agreement subject to changes, where this was shown by the responses provided. For the neline comments, the light rating has been chosen based on the majority view where this courted. It should be noted that attendees at the consultation event were asked to give their views on agreement with the ambitions on the basis that this does not automatically reflect any agreement to how the Charter Ambition may eventually be delivered. The detail of this will be for discussion at subsequent participation events through the envisaged Curo master planning process. Many attendees and respondents also provided a series of more general comments on the ambitions. These are summarised in the box at the bottom of this Table. A full record of the responses are provided in the 'Record of outputs' that accompany this report.



Red - Disagreement with the proposed Ambition text



Amber - Potential agreement subject to changes being made to the proposed Ambition text



- Green - General agreement with the proposed Ambition text

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			CONSULTA	ATION EVEN	T WORKSHOP GROUP	ı			ONLINE RESPONSES		
DRAFT CHARTER AMBITION	BLUE	BLUE		RED		GREEN		YELLOW		MSES	SUMMARY OF RESPONSES AND POTENTIAL CHANGES
	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	
Communities 'communities which continue to be proud of themselves and their local neighbourhood' Successful communities are made up of people rom many different backgrounds but who benefit from the 'social capital' and the sense of wellbeing created through positive interaction. The Charter seeks to:	Delete 'social capital'	Amber	Delete 'social capital'	Amber	Delete 'social capital'	Amber	Delete 'social capital'	Amber	No specific comment	Green	Delete 'social capital' and then there is general agreement existing text.
Ensure that existing and future residents engage and then remain actively involved and engaged in reating a new neighbourhood and regeneration joing forward.	Top priority	Green	Ensure that existing and future residents engage and then are given an opportunity to remain actively involved in creating a new neighbourhood and regeneration going forward	Amber	Ensure that existing and future residents engage and are given an opportunity to get actively involved in creating a neighbourhood and regeneration going forward	Amber	No specific comment	Green	No specific comment	Green	Include a reference to giving residents and opportunity to remain engaged.
Maintain trust and empower local people to lead n developing and managing their community, utilising local knowledge and expertise.	No specific comment	Green	Maintain trust and empower local people by giving them the tools to lead in developing and managing their community, utilising local knowledge and expertise.	Amber	Maintain trust and empower local people by giving them the tools to lead in developing and managing their community, utilising local knowledge and expertise.	Amber	No specific comment	Green	No specific comment	Green	Include a reference to giving local people the tools required lead the future of their community.
Foster a sense of continued community pride and ownership of the area, improving the life chances of people who live there now.	No specific comment	Green	Foster a sense of continued community pride and ownership of the area	Amber	Foster a sense of continued community pride and ownership of the area	Amber	Foster a sense of continued community pride and ownership of the area	Amber	No specific comment	Green	Delete the reference to improving the life chances of curre residents
Ensure good, affordable access to services (smart use of technology) and provide new and flexible education, health and community/arts facilities, as part of a 'Community Hub'.	No specific comment	Green	No specific comment	Green	No specific comment	Green	No specific comment	Green	No specific comment	Green	General agreement to the existing text
Provide more leisure opportunities and open spaces which people can enjoy.	No specific comment	Green	Provide more leisure opportunities and open spaces which people can enjoy and are maintained and cared for.	Amber	Provide more leisure opportunities and open spaces which people can enjoy and are maintained and cared for.	Amber	No specific comment	Green	No specific comment	Green	Include a reference to maintenance
mprove broadband connectivity, required to upport small and medium sized businesses in Combe Down generally.	Delete as per Charter summary document	N/A	Delete as per Charter summary document	N/A	Delete as per Charter summary document	N/A	Delete as per Charter summary document	N/A	No specific comment	Green	Proposed to delete as covered by other ambitions
General Comments	whose needs should be said that having a sens school locally. People in Foxhill community is. F	e respected E.g e of community n the yellow gro Respondents to ner occupier res	. highly unlikely that they we depended on how long you up felt that previous consult the online consultation war	ould want to m u have lived the ations (by Curo ited a greater a	ove out of there own home. ere are certain life style choice b) had not been honest and acknowledgement of the stre	Some people ces. E.g. paren there is a lack ength and stab	in the Red Group were cor ts with children who attend of trust as a result. Some p ility of the existing Foxhill or	ncerned that any I a school outsid beople thought to community and t	new facilities were proper de the area might not feel a hat parts of the charter we he importance to protect a	ly managed and part of the loca re patronising. Indiretain this as	to the rough consideration (in the Charter) about older people of maintained. Who pays? Some people in the Green group al community as much as those whose children do go to The group wanted to draw attention to how diverse the smuch as possible. A clear and transparent approach to as one community and collectively share in benefits that will

Connections Ambition

How to Read this Summary -

This table shows a summary of the recorded outputs for the named Charter Ambition text recorded from each Group at the consultation event on 1st March 2016. It also shows a summary of the responses received to the online consultation that ran from 29 February to 8 March 2016. A simple traffic light extended has been used to illustrate the general levels of: agreement with the proposed ambition; disagreement, or potential agreement subject to changes, where this was shown by the responses provided. For the online comments, the light rating has been chosen based on the majority or is where this occurred. It should be noted that attendees at the consultation event were asked to give their views on agreement with the ambitions on the basis that this does not automatically reflect any agreement to how the Charter Ambition may eventually be delivered. The detail of the responses are provided a series of more general comments on the ambitions. These are summarised in the box at the bottom of this Table. A full record of the responses are provided in the 'Record of outputs' that accompany this report.



Red - Disagreement with the proposed Ambition text



Amber - Potential agreement subject to changes being made to the proposed Ambition text



Green - General agreement with the proposed Ambition text

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DRAFT CHARTER AMBITION	BLUE		RED		GREEN		YELLOW		ONLINE RESPONSES		SUMMARY OF RESPONSES AND POTENTIAL CHANGES
	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	7.1.5 . 6 . 2 . 1.1.2 6 . 1.1.4 2
Connections 'a neighbourhood which is well connected and fully integrated with its surroundings' Places and communities that are well connected and linked to each other as well as linked by effective public transport and other sustainable travel modes provide benefits in terms of natural social interaction that supports integration alongside reduced congestion, and pollution. The Charter seeks to provide:	No specific comment	Green	Suggested need to mention cars/parking	Amber	No specific comment	Green	No specific comment	Green	No specific comment	Green	As below
A place which is integrated with Bath and a neighbourhood that 'knits' into the wider area and is no longer out of the way.	Reliability, affordability and frequency of buses	Amber	Reliability and frequency of buses	Amber	Affordability of bus	Amber	Already well connected but bus services could be better in terms of reliability and frequency		No specific comment	Green	Include references to affordability and reliability of public transport
A unified, permeable development linking Mulberry Park and the Foxhill Estate, and the wider Combe Down area, where both existing and new housing fit seamlessly together and the community is linked by useable high quality green spaces.	No specific comment	Green	No specific comment	Green	No specific comment	Green	Existing community has strong links so reflect this in ambition	Amber	No specific comment	Green	Include reference to reinforcing existing strong links
Sustainable transport links to Combe Down, the rest of the City and the wider area together with safe routes to walk and cycle, linked to the Skyline walk.	Don't use term "sustainable transport" use walking and cycling	Amber	No specific comment	Green	Don't use term "sustainable transport" use walking and cycling Add links to city centre	Amber	No specific comment	Green	No specific comment	Green	Use alternative wording to sustainable transport eg walking and cycling
High speed broadband connectivity to support social and business development	Improved coverage across area	Green	Good broadband already – coverage across whole area required	Green	Affordability and coverage	Green	No specific comment	Green	No specific comment	Green	Include references to affordability and coverage of broadband provision
Improved access to services (e.g. health, education, recreation and support for older people)	Promote inclusive access - 'access for all'	Amber	Need to expand on "improved" to provide more definition	Amber	Need to define "improve" better so it is measurable. Does it mean increased provision of the range of services or ease of access or both?	Amber	No specific comment	Green	No specific comment	Green	Need to define how access will be improved and to promote that access should be inclusive
General Comments	and the local community transport strategy for the	to work with City. Respon commodate I	BANES as the local transpo dents to the online consulta	ort authority and ation suggested	d public transport operators I that greater recognition sh	. The Green Ground be made	roup further added that the of the positives of the existi	Charter should ng situation with	also recognise the need fo regards to connectivity an	r the regenerat Id walkable nei	circup expect the Charter to recognise the need for Curo ion of Foxhill to be set in context of a wider integrated ghbourhoods and a safe environment. The consultation also ic car charging points in communal resident parking areas

Housing Choice Ambition

How to Read this Summary -

This table shows a summary of the recorded outputs for the named Charter Ambition text recorded from each Group at the consultation event on 1st March 2016. It also shows a summary of the responses received to the online consultation that ran from 29 February to 8 March 2016. A simple traffic light system has been used to illustrate the general levels of: agreement with the proposed ambition; disagreement; or potential agreement subject to changes, where this was shown by the responses provided. For the online comments, the light rating has been chosen based on the majority view where this occurred. It should be noted that attendees at the consultation event were asked to give their views on agreement or disagreement with the ambitions on the basis that this does not automatically reflect any agreement to how the Charter Ambition may eventually be delivered. The detail of this will be for discussion at subsequent participation events through the envisaged Curo master planning process. Many attendees and respondents also provided a series of more general comments on the ambitions. These are summarised in the box at the bottom of this Table. A full record of the responses are provided in the 'Record of outputs' that accompany this report.



Red - Disagreement with the proposed Ambition text



Amber - Potential agreement subject to changes being made to the proposed Ambition text



Green - General agreement with the proposed Ambition text

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			CONSULT	TATION EVEN	T WORKSHOP GROUI	P			ONLINE RESPONSES		
DRAFT CHARTER AMBITION	BLUE	BLUE		RED		GREEN		YELLOW		JNSES	SUMMARY OF RESPONSES AND POTENTIAL CHANGES
	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	7.1.5 1 5 1 2 1 1 1 1 1 2 3 1 1 1 1 2 3 1 1 1 1 2 3 1 1 1 1
Housing Choice 'a destination where people choose to come to live and then want to stay' Regeneration can provide the opportunities for changing the perception and image of the Foxhill estate to one of somewhere that is a central part of a desirable neighbourhood in which to live. The Charter aims to:	Recommendation: this wording needs to be changed to acknowledge that the area already has a reputation at the moment	a	Regeneration can allow the Foxhill area to CONTINUE TO BE a central part of a one of Bath's most desirable neighbourhood. The draft charter aims to ENABLE: Recommendation: add 'enable' to the end of the sentence regarding what the draft charter aims to do, and then change the active verb for each buller point	Amber	Disagree if the implications of this means demolition	Amber	Disagree with how it is currently written. Recommendation: redrafthe item - Respect what's there now - Currently 40% home ownership - Do not insult existing residents	Amber	No specific comment	Green	Acknowledge the existing reputation and that the area can continue to be a central part and change wording so that draft charter aims to enable.
Improving housing standards and living conditions and enhance the reputation of the area	Some homes have poor insulation, condensation and flat roofs. Would like better bike storage.	Amber	Improved and maintainec housing standards and living conditions and in the area Recommendation: recognise that many owners have kept their homes at a high standard	Amber	Recommendation: redraft the item similar to Red Group wording	Amber	Recommendation: redrafthe item to recognise that most home owners and some rented homes are already good quality	t 🔭	No specific comment	Green	Recognise that many residents feel that their homes are of a high standard
Providing greater choice of homes to generate a balanced community, including affordable housing, such as rental, shared ownership and sub-market sale to meet local housing needs	Loss of 257 social homes is not a good balance. Only 210 on Mulberry Park. Generation for Life. Bungalows are a close and supportive community	Red	A greater than existing choice of homes to be providedsocial rental. Explain what sub-market sale is and what the implications are for Foxhill. Recommendation: more information to be provided regarding the total number of social rented homes intended for Foxhill. FRA believe the numbers to be 60 social rented and 30 shared ownership, and total number of affordable home will reduce. Check	Red	Recommendation: explair what types of rental are or offer, and what does sub-offer, and what does sub-parket rent mean? Disagree, as did not understand what it meant	Red	Recommendation: explain what types of rental are on offer, and types of rental are on offer, and types of the second of the seco	Amber	No specific comment	Green	Concerns with the ambition due to lack of information and understanding as to what the provision might be and a desire to achieve a greater than existing choice of housing
Deliver homes which people feel an attachment to and continue to take pride in	Generation for Life.	Green	Delivery and managemen of new homes to be such that people will accept, feel an attachment to and continue to take pride in.		No specific comment	Green	General agreement with wording. Suggested amendment from 'deliver homes' to 'support homes'	Green	No specific comment	Green	Recognise that the ambition should also apply to existing homes and that good management is important

Housing Choice Ambition

Ensuring that housing in all tenures allows for changes in needs and lifestyles as people's circumstances and ages change, so they can still remain fully included in their neighbourhood	No specific comment	Green	Recommendation: more information to be provided as to whether this item means that individual homes can be changed/adapted or it means that people can move to a different home which meets their needs? 'Why should people have to move at this stage in their life?' Keep – bungalows; flats and build new at no more than 2 storey buildings.	Amber	No specific comment	Green	Recommendation: Recognise that some tenants in social rented homes have good quality houses. Also, that people want to be able to stay. They do not want to move.	Amber	No specific comment	Green	Desire for more information on how the ambition could be delivered without the need for people to move home	
Actively promote opportunities to work from home or work close to home	Recommendation: this item should include reference to allowing TENANTS to work from home (currently tenancy agreements forbid this)	***	No specific comment	Green	Recommendation: Provide more clarity – 'is it to do with more space in the home?'	Amber	No specific comment	Green	No specific comment	Green	Desire for more information on how this ambition could be delivered, especially for existing tenants.	
Design new housing so that differences in tenure are not obvious	No specific comment	Green	No specific comment	Green	The group was mixed in its views as to whether or not this was possible	Amber	Recommendation: Recognise that there is no current tension – there is no them and us at the moment.	Green	No specific comment	Green	Recognise that existing differences are not causing tensions.	
Ensuring that any new housing in the estate is of the same high quality as Mulberry Park	Recommendation: All housing should be the same	Green	Recommendation: this item should be linked to item 4. Any new and existing housing as part of Foxhill Estate to be of a high quality standard, which is what is expected for Mulberry Park	Amber	Recommendation: The group was not certain that Mulberry Park homes would be of a high quality. The group wanted assurances that existing homes would be refurbished to a high standard.	Amber	Recommendation: The group was not certain that Mulberry Park homes would be of a high quality.	Green	No specific comment	Green	Concern over benchmarking against Mulberry park which is not yet being built and a desire for the quality aspirations to extend to existing properties	
General Comments	The Red Group believed that this Charter has been written from an outsider's point of view. When discussing demolition, the Red Group believed that the option of knocking down was driven by a numerical objective, not building condition and people's perspective. General sense is that maintenance of many of the rented homes is now poor, and anti-social behaviour is not dealt with firmly, in the way it was when the Council was the landlord. Some of the flats are in poor condition. Bradford Park flats are not safe. The Red Group wanted the whole area to be thought of as Foxhill – not differentiating the new homes on the ex-MOD Foxhill site with a new name (Mulberry Park). Some people have bought their home, and want to be able to be able to be believed that that ownership to their children, so their children can continue to live in the family home, as all owner-occupiers can do, subject to inheritance tax. They believe the offer of shared equity in a new home does not give them that "right", as they have been told that the property will need to be sold when they die, and their child will only be able to continue living in the family home if they buy-out the Curo share in the property. The online comments reflected some concerns in the poor condition of some existing property and a desire for including design and energy standards. The strong, carring and vibrant nature of the existing community was underlined alongside concerns for what the regeneration would mean for the existing elderly residents and that there was potentially not enough social housing being provided for those that would be displaced.											

Quality of Place Ambition

How to Read this Summary -

This table shows a summary of the recorded outputs for the named Charter Ambition text recorded from each Group at the consultation event on 1st March 2016. It also shows a summary of the responses received to the online consultation that ran from 29 February to 8 March 2016. A simple traffic light system has been used to illustrate the general levels of: agreement with the proposed ambition; disagreement, or potential agreement subject to changes, where this was shown by the responses provided. For the online comments, the light attendees at the consultation event were asked to give their views on agreement with the ambitions on the basis that this does not automatically reflect any agreement to how the Charter Ambition may eventually be delivered. The detail of the responses are provided a series of more general comments on the ambitions. These are summarised in the box at the bottom of this Table. A full record of the responses are provided in the 'Record of outputs' that accompany this report.



Red - Disagreement with the proposed Ambition text



Amber - Potential agreement subject to changes being made to the proposed Ambition text



- Green - General agreement with the proposed Ambition text

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			CONSULT	ATION EVEN	T WORKSHOP GROUP)					
DRAFT CHARTER AMBITION	BLUE		RED		GREEN		YELLOW		ONLINE RESPONSES		SUMMARY OF RESPONSES AND POTENTIAL CHANGES
	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	Ambition refinements/ comments	Group Agreement of Statement	, , , , , , , , , , , , , , , , , , , ,
Quality of Place 'A vibrant neighbourhood with a mix of uses and a strong local economy' Creating a neighbourhood with a clear identity and strong economy that people prize by ensuring the right mix of uses in the best quality design of buildings alongside high quality public realm are priorities. The Charter will seek proposals that:	There was strong support to this ambition, but there was uncertainty as to the meaning of 'strong local economy'.	Green	The use of language in the quality of place section is focussed on 'new' and does reflect and respect the existing. This needs to be revised as it would contribute to brining communities to brining communities to brining communities. There was support the reference to the local economy as jobs will be important for a sustainable community (see Sulis Meadows for an example of what doesn't work well). It is unclear what will be delivered as a part of Mulberry Park.	Amber	The use of language in the quality of place section is focused on 'new' and does reflect and respect the existing. This needs to be revised. Participants noted that the communities section is more inclusive, identifies the benefits of the existing community and promotes cohesion between new and future communities. Therefore, this approach was preferred and should be applied across all ambitions, for example 'maintain and create'. Further given Muliberry Park's in or tyet built there is no certainty as to what will be delivered.	, unoci	The use of language in the quality of place section is focused on 'new' and does refact and respect the and described and respect the section. Public research and the place of the section of the secti	Amber	There was strong support to this ambition, but there was uncertainty as to the meaning of strong local economy. Is this about access to training, support and jobs or is it about creating jobs within the building process and new employment on site afterwards?	**	The ambition needs to recognise the existing place as well as the new. More information is desired as to what would comprise a strong local economy and a mix of uses at Foxhill
Create a safe environment and a walkable neighbourhood	The wording implies the area is not sale. There were mixed views about the safety of the area, with some participants stalling that I felt very safe with low levels of crime, while others stated they led unsale, particularly at right. Street lighting was identified as an area that could be improved. I shall be a seen that could be improved. The proup suggested there is an opportunity for an extension of the skyline walk saip surf of a wakatien ineighbourhood. There were quaries about what would unicularly discussions with the National Tust and opportunities for sealing and researchers were quaries about what would including discussions with the National Tust and opportunities for sealing and referentments.	Amber	There was support for this ambition, subject to it being revised to reflect the existing environment. The wording should be revised to 'maintain and create' or similar.	776	There were mixed views about the safety of the area, with some participants stating that it felt very safe with low levels of crime, while others stated they feel unsafe, particularly at night.	Amber	There was strong support for this ambition, subject to it being revised to reflect the existing environment. The wording should be revised to 'maintain and create' or similar. There was concerr that this statement as currently drafted implies that the area is unsafe.	*	No specific comment	Green	The ambition should recognise that there are good aspects to the existing environment
Deliver high quality buildings, green infrastructure, streets and spaces, and iconic and distinctive built infrastructure (E.g. Cable Car)	There were mixed views on the cable car with some raising concerns that it is a distraction from the issues and others seeing it as setting ambition for the area that is positive. While a cable car would not be a necessity it would put the area on the map and it is important that Curo and others are thinking creatively about the area at this stage. Also it would be an alternative to the bus, although clarity is needed around cost.	Amber	Concerns were raised about the cable car including: it's a red herring to focus attention away from other issues that are more important; the idea doesn't address existing public transport issues, including affordability. Green infrastructure was not clearly understood, there was support for 'environmentally friendly' infrastructure.	Amber	Concerns were raised about the cable car including: it's for tourists not residents; it's unrealistic and unlikely to ever be built; the money should be spent on more useful projects. In terms of high qualify buildings there was support for sustainable buildings with lower running costs. There were queries over what is affordable in terms of high qualify design. Reference to 'iconic' was raised as a concern and it was suggested that this be deleted. Instead the focus should be on places that people want to live.		Concerns were raised about the cable car, but it was agreed these had been discussed under Connections. There are already high quality houses, but that the flats needs to be addressed. There was support for sustainable buildings with lower running costs. Measures mentioned included solar panels and insulation.	Amber	No specific comment	Green	Concerns over the focus on and implication of the cable car and 'iconic' and a need to better explain green infrastructure
Provide a high quality, sustainable management and maintenance service	While there was general support for maintenance there were queries around whether this would apply to the estate generally or to buildings, with concern that there has been poor maintenance to date.	Amber	There were some concerns about how realistic this ambition is and who would deliver the service and at what cost, including if there would be new charges for existing residents. There needs to be clarification so this ambition can be better understood.	200	There was strong support for this ambition. There was a view that there should be enforceable standards that apply to all and that these should be put in place asap. However, concerns were raised about pricing and the impact on existing residents.	Amber	There was strong support for this ambition.	Green	No specific comment	Green	There were concerns over the affordability of management services and a desire to understand whether and how such a service would extend to existing residents.

Quality of Place Ambition

					The use of tenure blind							
Establish and respond to a clear set of place making 'rules' including appropriate building heights, densities and ensuring tenure blind built form	Generally there was support for rules and suggestions were made about sound proofing and garden spaces (a mix to cater for different needs/demands). Fitting in with existing development was identified as important.	Green	Participants were clear that they do not want homes to look the same/ uniform, but there was support for the principles of not making owned and rented homes easily identifiable. Concerns were raised that this could mean existing homes would be demolished to ensure 'all houses look the same'.	Amber	me use of refule will a was not understood and while the wording in the summary Charter was considered to be better this still needs to be improved to provide clarity. Any rules would be too late for Phase 1 of Mulberry Park as reserved matters have already been approved. There was recognition that rules could influence future development.	Amber	There was support for the principle of not making owned and rented homes easily identifiable. Maintenance was identified as an issue that results in 'identification'.	Amber	No specific comment	Amber	There was support for the principle of not making it easy to distinguish between different types of homes although concerns were raised that rules could result in uniformity.	
Develop skills and encourage local employment opportunities including through links with other local large employers such as hospitals, colleges and Bath University	Support for social enterprise, with shared facilities that could encourage and develop initiatives and local pride. This should reference a more of a mix of employers.	Amber	There was a general consensus that this ambition should not be restricted to large employers, as other employers will be important too.	Amber	There was support for provision of shared office/ studio space that was accessible to all. The Housing Choices ambition includes working from home and this should be linked to these ambitions.	Amber	There was support for this ambition.	Green	No specific comment	Green	A desire to broaden the ambition to include all types of employers as well as opportunities for working from home.	
Develop skills and opportunities for learning alongside a flexible community space/ facilities/ hub which could also be used by Small and Medium Enterprises (SMEs) and commercial uses	Social enterprise was supported by a number of the participants, including potential for provision of shared office/studio space that was accessible to all (need systems to ensure equality of access/use). This would build on similar nearby services, which were noted as being well used. Youth space important too.	Green	Bullding on existing facilities in the local area (e.g., St. Andrews), was identified as an option to provide a network for learning. Reference was made to the hub being located alongside the school and there was concern that this may mean that it would eventually be absorbed into the school as demand rose. A need for facilities for young people was also identified and some participants were of the view that "learning" should be expanded to include culture and youth	Green	There was general support for learning and a hub to encourage local learning. There would be a need to communicate what is available - see the Connections ambition.	Green	There was support for this ambition.	Green	No specific comment	Green	General support for the ambition but a desire for it to recognise the needs of young people and to build on the successful existing facilities.	
Provide high speed broadband connectivity to support access to training and services	There were mixed views on the quality of broadband in the local area, with some participants noting that the service as good and other raising concerns about the level of service. Overall there was consensus that broadband was important for all and that it should be considered as a basic utility. There were queries as to whether fibre cable is a realistic proposition, particularly if a larger area was considered, and how this would be delivered and at what cost.	Green	There were mixed views on the quality of broadband in the local area, with some participants noting that the service as good and other raising concerns about the level of service. Overall there was consensus that broadband was important for all and that it should be considered as a basic utility.	Green	No specific comment	Green	No specific comment	Green	No specific comment	Green	Broadband provision is currently mixed but it is recognised that it is important to seek quality provision which is affordable.	
General Comments	The following overarching observations were made regarding the draft summary Charter and/or QOP ambitions: • A lack of clarity as to the area to which the Charter itself. The concern around compulsory acquisition and their residents will be able to a differ to remain in the area as shared equity may not be a viable option for all. This concern was the overarching factor for some residents that drives all other input. • Residents have been asked for their inputs on a number of occasions and there appears to be some consultation fatigue as well as a lack of trust about how information will be used and how it will influence future plans and activities.											

Appendix C

Suggested Refined Ambitions Wording



Advisory Team for Large Applications (ATLAS)



Communities

'communities which continue to be proud of themselves and their local neighbourhood'

Successful communities are made up of people from many different backgrounds but who benefit from the trust, co-operation and general sense of wellbeing created when people interact. The Charter seeks to:

- Ensure that existing and future residents engage and then are given an opportunity to remain actively involved in creating a neighbourhood and regeneration going forward.
- Maintain trust and empower local people by giving them the tools to lead in developing and managing their community, utilising local knowledge and expertise.
- Foster a sense of continued community pride and ownership of the area for the benefit of all.
- Ensure good, affordable access to services (including smart use of technology) and provide new and flexible education, health and community/arts facilities, as part of a 'Community Hub'.
- Provide more leisure opportunities and open spaces which people can enjoy and are well maintained and cared for.

Connections

'a neighbourhood which is well connected and fully integrated with its surroundings'

Places and communities that are well connected and linked to each other which encourage people to walk and cycle as well as being linked by reliable, affordable and regular public transport provide benefits in terms of social and economic integration, health and well-being alongside reduced congestion and pollution. The Charter seeks to provide:

- A neighbourhood which is integrated with Bath and that 'knits' into the wider area and is no longer out of the way.
- Reinforce and add to existing strong links for a unified and permeable neighbourhood linking Mulberry Park, the Foxhill Estate and the wider Combe Down area.
- Existing and new housing should fit seamlessly together and the community be linked by useable high quality green spaces.
- Safe and sustainable walking, cycling and transport links to Combe Down, the rest of the City, the Skyline walk and the wider area.
- Improved, affordable high speed broadband connectivity to support social and business development, including small and medium sized businesses.
- Improved, inclusive access to community services.

Housing Choice

'a destination where people choose to live and then want to stay'

Regeneration can support the Foxhill area and its residents in being a central part of a one of Bath's highly valued neighbourhoods in which to live. The draft charter aims to enable:

- High housing standards and living conditions to support and enhance the reputation of the area for both existing communities and new households moving into the area.
- Provision of a greater than existing choice of homes and a balanced community, including all forms of social rent, affordable and market housing to meet housing needs.
- Delivery and management of homes which people feel an attachment to and continue to take pride in.
- All types of housing to allow for changes in people's needs and lifestyles, so they
 can remain fully included in their neighbourhood as their circumstances and age
 alter
- Opportunities to be actively promoted for working from home or working close to home.
- Any new or existing housing whether on Foxhill or Mulberry Park should be of a high quality standard.

Quality of Place

'A vibrant neighbourhood with a mix of uses and a strong local economy'

The right mix of uses in the best quality design of buildings alongside high quality public realm help to create vibrant neighbourhoods with a clear identity and strong economy that people prize. The Charter will seek proposals that:

- Maintain and create a safe environment and walkable neighbourhood with high quality and sustainable/environmentally-friendly buildings, streets and open spaces supported by distinctive infrastructure that takes on board the historically significant context.
- Provide a high quality, affordable management and maintenance service across the area.
- Establish and respond to a clear set of place making 'rules' including appropriate building heights, densities and design guidelines and ensuring that differences between housing type and rental/ownership status are not obvious.
- Promote skills development and encourage local employment opportunities including through links with local employers and social enterprises.
- Develop and promote opportunities for localised learning, training and skills development, using local community facilities.



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