



Appendix: Case studies

Case study 1: Iwade planned village expansion, Swale, Kent

In the 1990s, the small village of Iwade was relieved of heavy volumes of through traffic on the A249 trunk road to and from the Sheerness, with the opening of a major bypass. The road had had an enduring deleterious effect on the character and the atmosphere of the village. However, the main bus route on and off the Isle of Sheppey used this road and served the village. Swale is also a short distance from the Kemsley railway station, on the Sittingbourne-Sheerness line.

The Swale Borough Council, along with two regional developers, saw the opportunity to consolidate the fragmented village, address the physical legacy of the trunk road, and introduce some new and greatly improved facilities for the community by a planned expansion of the village, involving up to 1,200 new homes. This was taken forward in the Local Plan adopted in 2000, with an initial quota of 550 homes to be delivered within the Plan period, but acknowledging the potential to accommodate longer-term growth. This was formalised through a review of the Local Plan in 2008, which allocated another 400 homes. Formal development briefs were used to steer development quality.

The most recent Local Plan, adopted in 2017, recognised the need to do more, including improving public transport. As a result, after 20 years of growth, another 600 homes are to be added as well as a second phase to the village centre. Since 1998, over 1,600 new homes will have been accommodated in the village.

Improvements to bus service frequencies at Iwade are relatively easy to deliver and greatly assisted by the fact that a large proportion of the major allocations in the 2017 Local Plan are also sited on the existing bus corridor. Major employment has been sited east of the A249 over recent years, and at less than two kilometres away, this is well within cycling distance, although a junction upgrade is required. More employment and residential allocations have been made nearby. The bus service is especially important as the rail service is limited in frequency and the two stations on the line are not located close to all existing and new homes.

The principles pioneered at Iwade are increasingly being pursued elsewhere in Kent, to a great extent taking advantage of the relatively dense rail network, with lines that run parallel to both the A2 and the A20 and corridors which also accommodate interurban bus services.

Substantial development has also been allocated recently in the form of planned village expansions within Swale and in Maidstone Borough. This reflects the increasing difficulty in finding unconstrained sites that are appropriate to accommodate objectively assessed housing needs within or adjoining larger settlements.

The difficulties in increasing rail frequencies makes it likely that boosting local bus services will be the best way to address local travel needs.

Key learning points are as follows:

- Expanding existing villages consolidates and improves service provision for existing and new residents.
- Some local services, including a modest but credible level of public transport provision, are available to new residents at the outset to several significant destinations.
- Unsightly previously developed and underused land can often be identified in these contexts.
- The case to further improve public transport on existing corridors is greatly strengthened when further employment and residential growth is directed elsewhere on that corridor. The fact that a rail line or bus service already exists helps demonstrate, anchor, and facilitate the benefits of a corridor-based strategy and indicates that larger centres also exist nearby.
- The close geographic proximity of a large settlement in the area greatly assists in making all sustainable modes more relevant and attractive.

Case study 2: New approach to place shaping in Northampton

The University of Northampton has relocated its edge-of-town campus into a new state-of-the-art facility in the centre of Northampton, representing an investment of over £300 million in the town, which helps support the local community. The university has established an ambitious vision for higher education, which takes on board place-shaping activities that enhance the town of Northampton. It has embraced the notion of sustainability in every aspect of its thinking, including in its design, methods of educating using new technologies, energy efficiency, movement, and accessibility in a bold move to help shape Northampton into a more attractive place to live, work, and visit. This is in recognition that an attractive town will translate into more students and more income to provide a win-win scenario.

The new campus, which opened in September 2018, is used by 14,500 students and 2,500 academics and support staff but has fewer than 800 car parking spaces. A comprehensive travel plan was developed and linked with the travel plans of other key stakeholders, including local councils, the NHS, and major organisations located in the town centre. Just under 1,000 students live on campus and so do not need to use transport to attend their teaching sessions. Staff are being encouraged to develop smart working practices, supported by technology, that facilitate flexible working patterns, minimising the impact on transport routes.

The new location aims to enhance the town and generate additional wealth through student spending. Campus facilities are available to town residents, and the grounds and riverside walk are open to the public. Working with the borough and county councils, the university is involved in a number of initiatives such as

the enterprise zone and supporting local management and resident associations. Future plans include co-located activities within the cultural quarter, such as shared arts facilities.

The university is also funding the town's first permanent park and ride service and is making the service available to partner organisations, such as the county council, to help tackle congestion and air quality issues. The university also owns its own public transport bus service, Uno Bus, which not only transports students and staff but also operates on a commercial basis and provides socially necessary services.

The concept of a university in the town centre allowed Northampton University to reaffirm its commitment to the local community through partnerships with various groups. Students and the NHS share gym facilities, operated by a leisure trust at the local hospital. The university also works in partnership with the local police force to support campus security. In addition to the student hall of residence in the town centre, the student union has also been relocated there and includes a training space, a coffee shop, a nightclub, and bars that are open to the public on designated nights, supporting the night-time economy of the town.

The university is investing more in transport and planning solutions to support place-shaping activities than the relevant statutory authorities because it makes sense. Sharing risk and resources in new and innovative ways has helped ensure that the outcome and vision for the town shared by all stakeholders is delivered much more smoothly than would otherwise have been achieved. This has gone far beyond the requirements of a traditional S106 agreement linked to the planning application.

Nick Petford, vice chancellor of the University of Northampton, says,

"Universities are playing an ever-increasing role in helping to shape local communities by developing ambitious proposals to make them more attractive places to live, work, and visit. The importance of wider stakeholder engagement, including universities, in the planning and transport process to encourage the implementation of innovative and sustainable solutions should not be underestimated. The University of Northampton is immensely proud of its role in supporting the growth and development of Northampton through the collaborative way in which it has developed and implemented its fantastic new campus in the enterprise zone and the way in which we have engaged with a wider cohort of stakeholder[s] to our mutual benefit."



Case study 3: A new settlement in the Midlands

This example demonstrates the problem of not considering transport from the beginning and is not untypical of many decisions on new developments and settlements made over the last 10 years or more. In the late 1980s, a local authority found that the most appropriate way to address the demand for new housing in villages was to create an entirely new settlement in a locality that avoided the impact of new development on existing rural communities.

The search for a site for the new village, initially of 450 dwellings, was undertaken through a call for proposals as part of the preparation of a new Local Plan and focused on the edge of the borough, close to its boundary. The scale of development was pegged to perceive a clear understanding of the thresholds of population needed to support local services or the internalisation of movements within the settlement.

By the time the settlement was allocated in the Local Plan in 1995, it had grown to 600 dwellings. The allocation included a local shop and scope for rural business units but no provision for a primary school.

The site was over two kilometres by car from the nearest significant local services, the safest walking and cycling route longer, and used an existing bridleway. The nearest station and town centre are beyond any comfortable cycling distance.

The policy for the development included the requirement for a bus service to the local town operating up to every 10 minutes at full build-out, but no mechanism was set out for how this could or would be secured. The site is a considerable distance from any commercial bus service, so when building started, there was just an infrequent rural service close to the edge of the site.

There were increasing concerns that the costs of necessary infrastructure would render the whole project unviable and undeliverable, but a planning application was submitted in the late nineties that sought to enlarge the project scope to over 750 homes to assist deliverability. This included building the local centre and community hall, incorporating retail premises, and anticipating a public house but no aspiration for a primary school. Land to accommodate this was included subsequently before permission was granted.

After a slow start, up to five developers were active on site simultaneously, and the development was substantially complete by 2013. It had been enlarged again in terms of dwellings, and a primary school was built. Health facilities and some retail stores as well as a nursery and café have subsequently come to the village.

Despite the local authority's policy aspirations, the site of the development, its scale, its internal structure, and its approach to internal circulation have all strongly mitigated against the provision and use of public transport. The bus service has never exceeded an hourly daytime frequency to two local towns, which was achieved by diverting a pre-existing service into the development. This involved a substantial diversion of the route and circulating around the development along streets not designed for full-sized buses.

After a short period of developer funding, the entire cost of the bus service reverted to the highway authority, who only managed to maintain the hourly frequency with substantial public subsidy. Following budget cuts, this ceased. The bus operator elected to operate the service commercially, carrying students to secondary schools rather than having them travel on dedicated school buses.

In the absence of credible walking, cycling, and public transport options, this new settlement is exceptionally car dependent, even though more facilities are available on the development than had initially been anticipated. Key learning points are as follows:

- Peripheral development strongly entrenches car dependence.
- Locating new settlements offline of strong, established public transport corridors/hubs militates against providing relevant choices.
- New settlements can and should seek to sustain a full range of local services, although the settlement size needed to sustain convenience retail and a pub/restaurant/café is significantly higher than it used to be – at least 1,200 dwellings.
- Effective site access and circulation strategies for sustainable modes are as important for new settlement developments as they are for any other.

Case study 4: Irk Valley, Greater Manchester

Within urban areas, a different approach, focused on regeneration, has to be taken. The scale of that regeneration is important. A good example where comprehensive regeneration and urban restructuring provide sustainable development at scale, which supports the provision of effective infrastructure, is within the Irk Valley, to the north of the Manchester city centre. Here, thousands of houses will be delivered on a mosaic of brownfield sites and low-intensity employment sites in a way that will deliver

an attractive neighbourhood in a location with good walking, cycling, and public transport connections to the city centre. The quality and nature of the transport infrastructure proposed has only been possible by both the public and private sector working together across a number of separate sites to provide the critical mass. Had the sites been considered separately, the support would not have been available for the more comprehensive approach to the transport provision.

Case study 5: Kingswood, Adversane, West Sussex

In some situations, both authorities and the private sector are beginning to look at proposals differently. As yet, this has not been tested through any form of inquiry, so the outcome is not yet known. However, it highlights that a change of approach is being actively pursued, utilising that outlined in the CIHT FUTURES report.⁶⁰

Kingswood is a proposed new sustainable settlement located between Pulborough and Billingshurst on the A29, approximately nine and a half miles south-west of Horsham. The proposed settlement is for 3,500 homes with new modern workspace for 3,500 jobs as well as two new primary schools, a secondary school, a range of sport and leisure activities, and community facilities for a population of 10,000 people.

The anticipated timeline for the delivery of Kingswood is over a 20-year period, up to 2043. The timelines involved reinforced that people will be living and working very differently in the future.

The key questions to be answered were as follows:

- What type of place are we creating?
- What kind of activities do we need to travel for?
- How will we provide for mobility?

Scenario planning was carried out as part of the planning and transport strategy development process, which enabled the multidisciplinary team to explore the impact of a range of plausible futures. Societal changes, trends, the use of technology, and the issue of how we will meet United Nations Sustainable Development Goal 11 to support a low-carbon future were all considered in the plausible futures along with the traffic growth scenarios set out in the Department for Transport Road Traffic Forecast 18 report (October 2018).

⁶⁰ Lyons, G. (2016), Uncertainty ahead: Which way forward for transport, CIHT Futures.



Case study 6: Network Northamptonshire - Total Transport

Implementing a total transport approach requires some effort, but the benefits are considerable.

Key steps include the following:

- The local government should take a lead role in developing the concept.
- Potential partners should be identified at the chief executive level to achieve corporate buy-in.
- A memorandum of understanding should be prepared for partner organisations to sign at cabinet member and chief officer level to gain commitment.
- Formal approval as appropriate through decision-making arrangements of parent organisations should be gained.
- A lead officer should be identified to coordinate activities and drive through any actions in collaboration with peers in partner organisations.
- A steering group should be established with agreed terms of reference.
- A programme of activities and a timetable should be developed and agreed by all parties together with the identification of appropriate resources and lead organisations to undertake the actions.
- Formal reports and regular updates should be prepared and shared with and across the governance structures and decision makers of partner organisations throughout.
- Formal monitoring and evaluation processes should be established and reported regularly to partners.

Led by the County Council, this project is being undertaken in close liaison with the Universities of Northampton and Hertfordshire, who are providing research and analytical expertise along with the overall project management support.

Key to the project is the identification of synergies which can be achieved by coordinating effectively the current disparate efforts of a large number of organisations in the public, voluntary and even private sectors which currently commission and promote the transport of staff, visitors and the public to serve their own needs and the needs of the wider community. Delivering these services more effectively should result in reductions of expenditure, an improvement in service, better 'value for money' and increased usage, or a combination of all or some of these.

While a number of approaches could have been taken, the Network Northamptonshire model involved the creation of a voluntary partnership of all the stakeholders using a memorandum of understanding setting out the objectives to be achieved by working together. Using powers in the Local Transport Act, 2008, such a partnership has enabled the County Council to deem it as being 'in the public interest' to identify opportunities for co-ordination and co-operation which might not normally be possible.

Full text and more information available at www.networknorthamptonshire.co.uk