

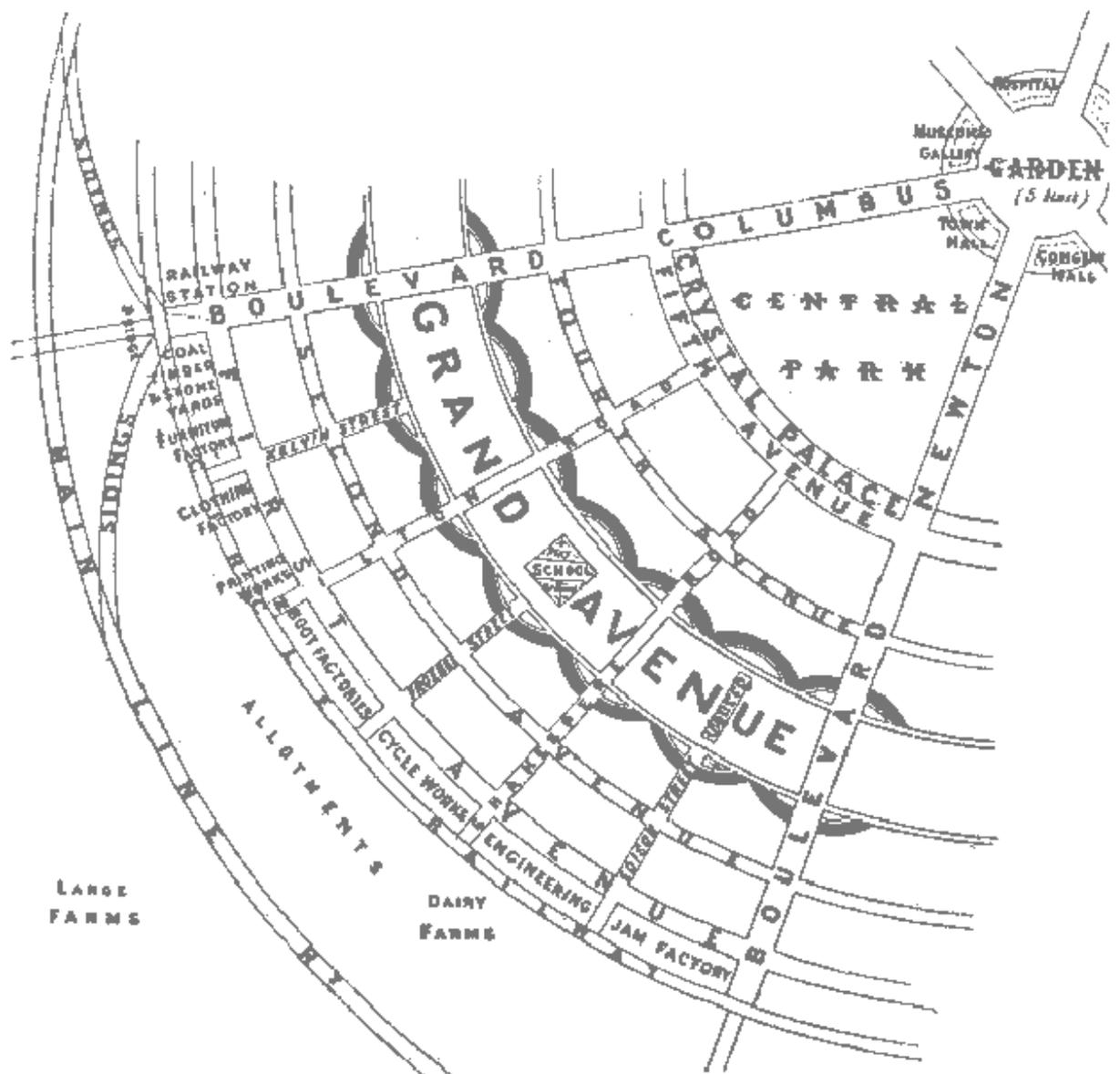
LETCHEWORTH GARDEN CITY DOSSIER 2012

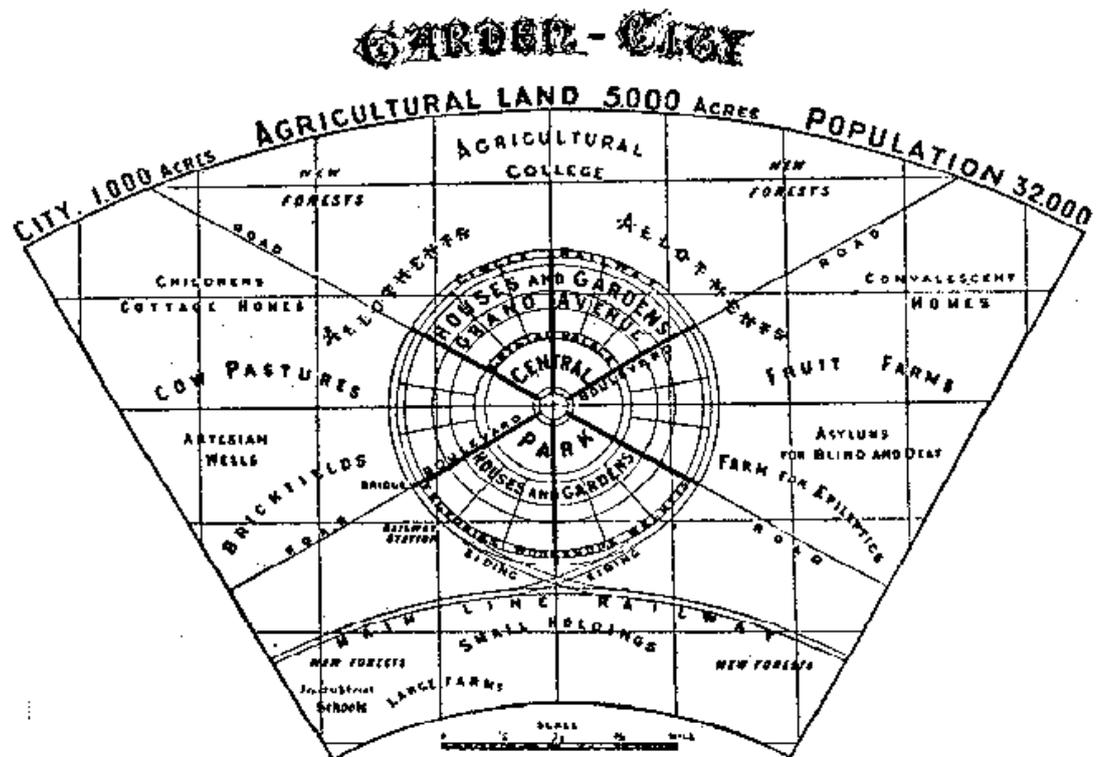
ES4: Urban Agriculture

Visit: 11 June 2012

Lecturer: Dr. Yves Cabannes

University College London





Letchworth Garden City Visit

ES4: Urban Agriculture

Bartlett Development Planning Unit

University College London

11 June 2012



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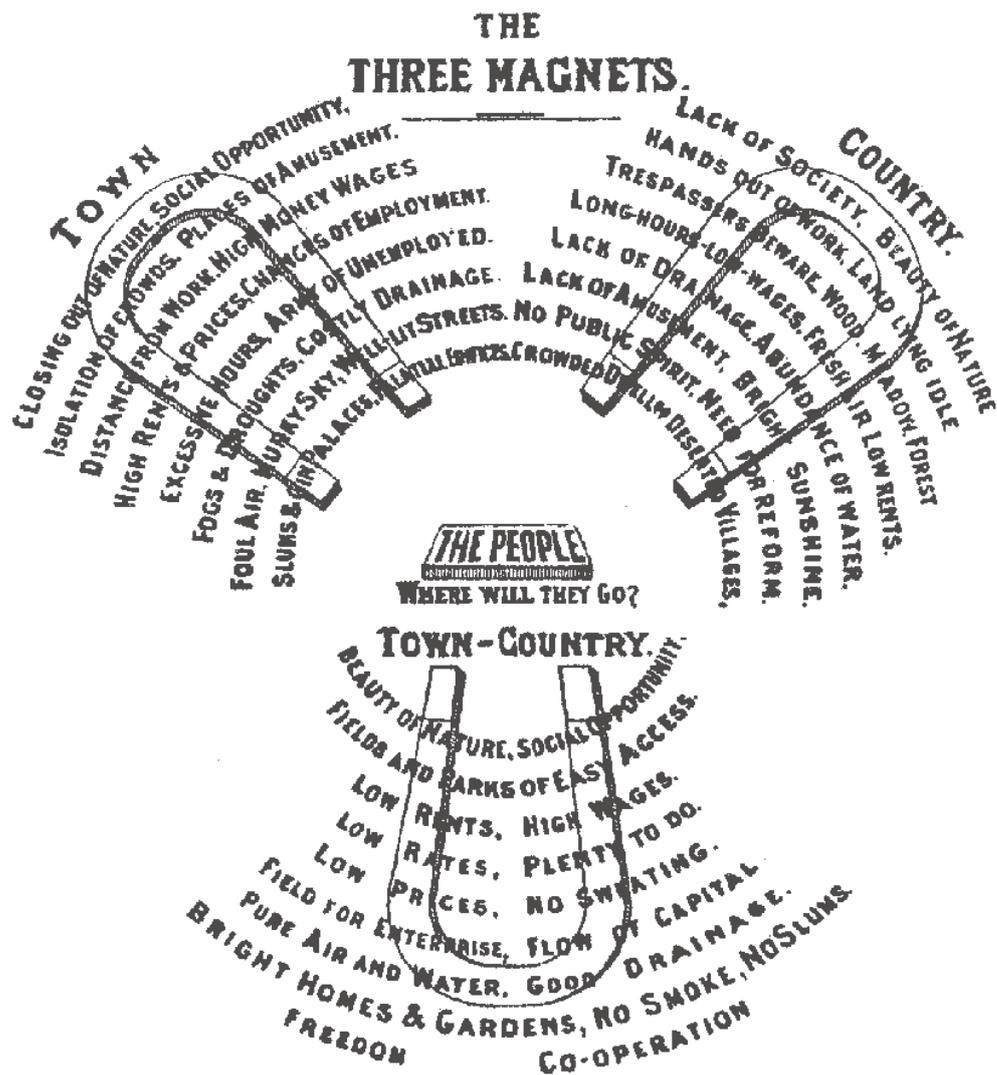
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acknowledgements

We would like to warmly thank Phillip Ross and John Lewis for generously sharing with us their time and expertise. We would also like to thank Lynne Cumming and Dawn Ferguson from the Tourist Information Centre, Jo Tofts from the Letchworth District Gardeners Association, and the staff from the First Garden City Heritage Museum for all their help and support to make this visit possible.

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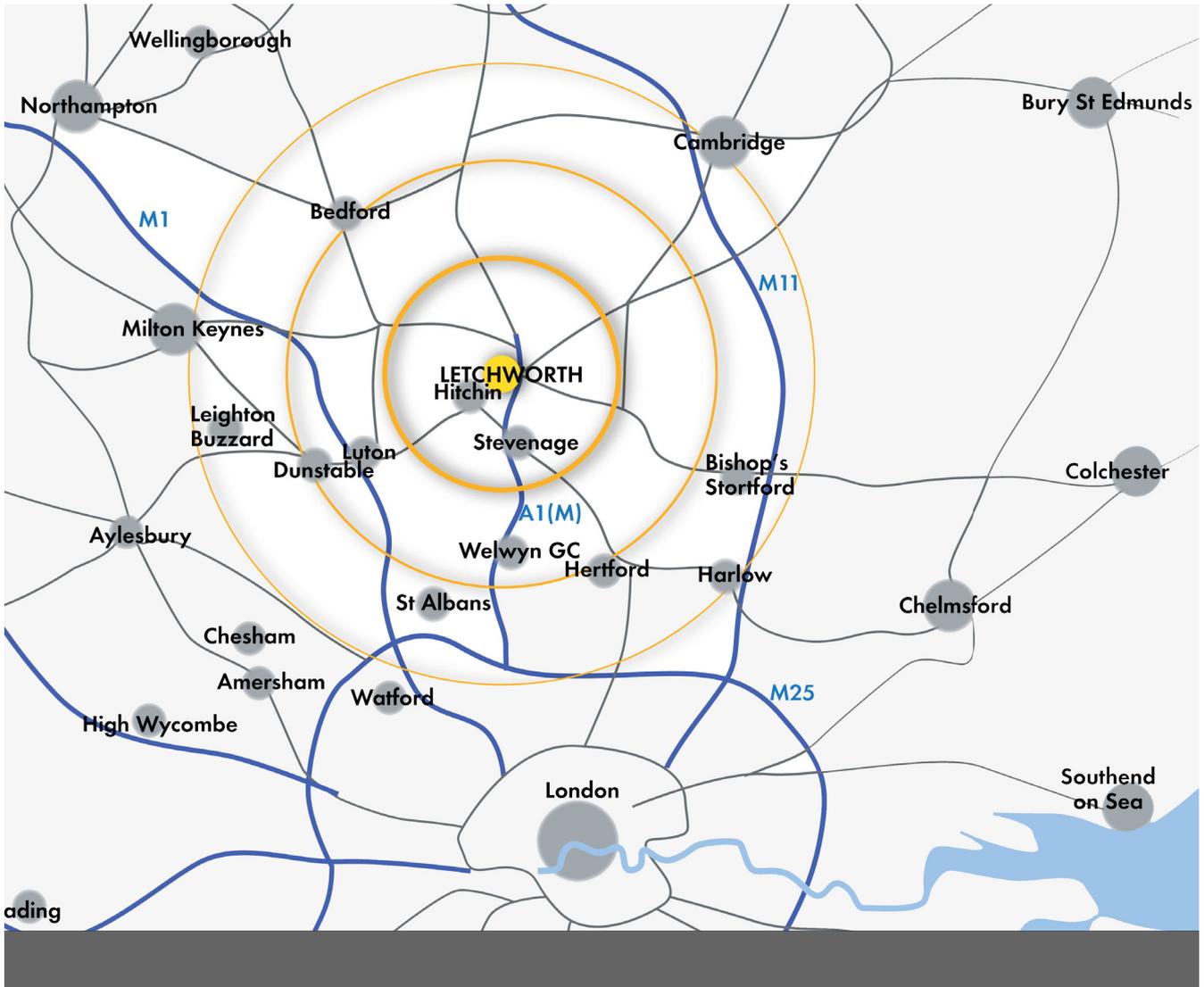
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“But neither the Town magnet nor the Country magnet represent the full plan and purpose of nature. Human society and the beauty of nature are meant to be enjoyed together.”

Ebenezer Howard,
Garden Cities of Tomorrow

1898



maps of letcworth

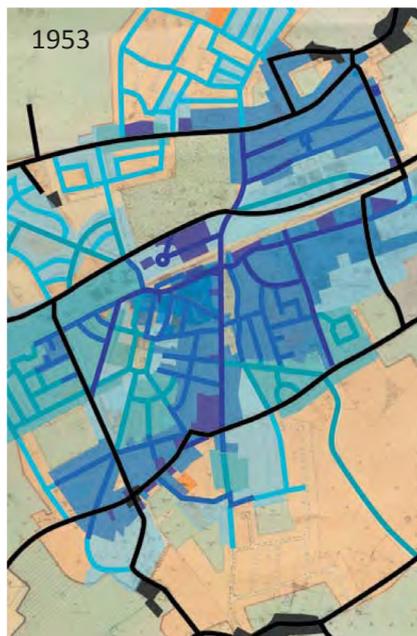
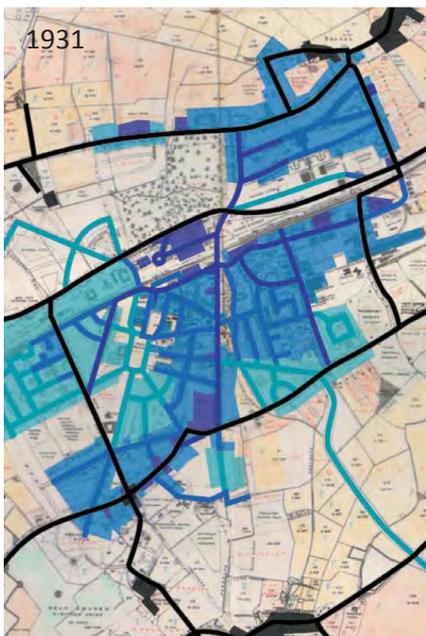
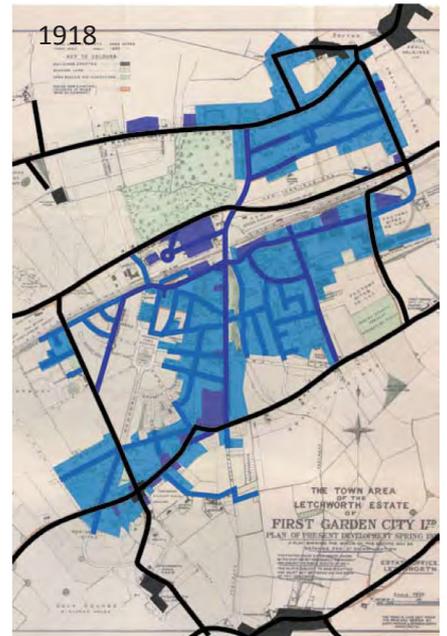
1.

Set in the Hertfordshire countryside 35 miles from London, the garden city occupies 5,300 acres and is home to 33,600 people.

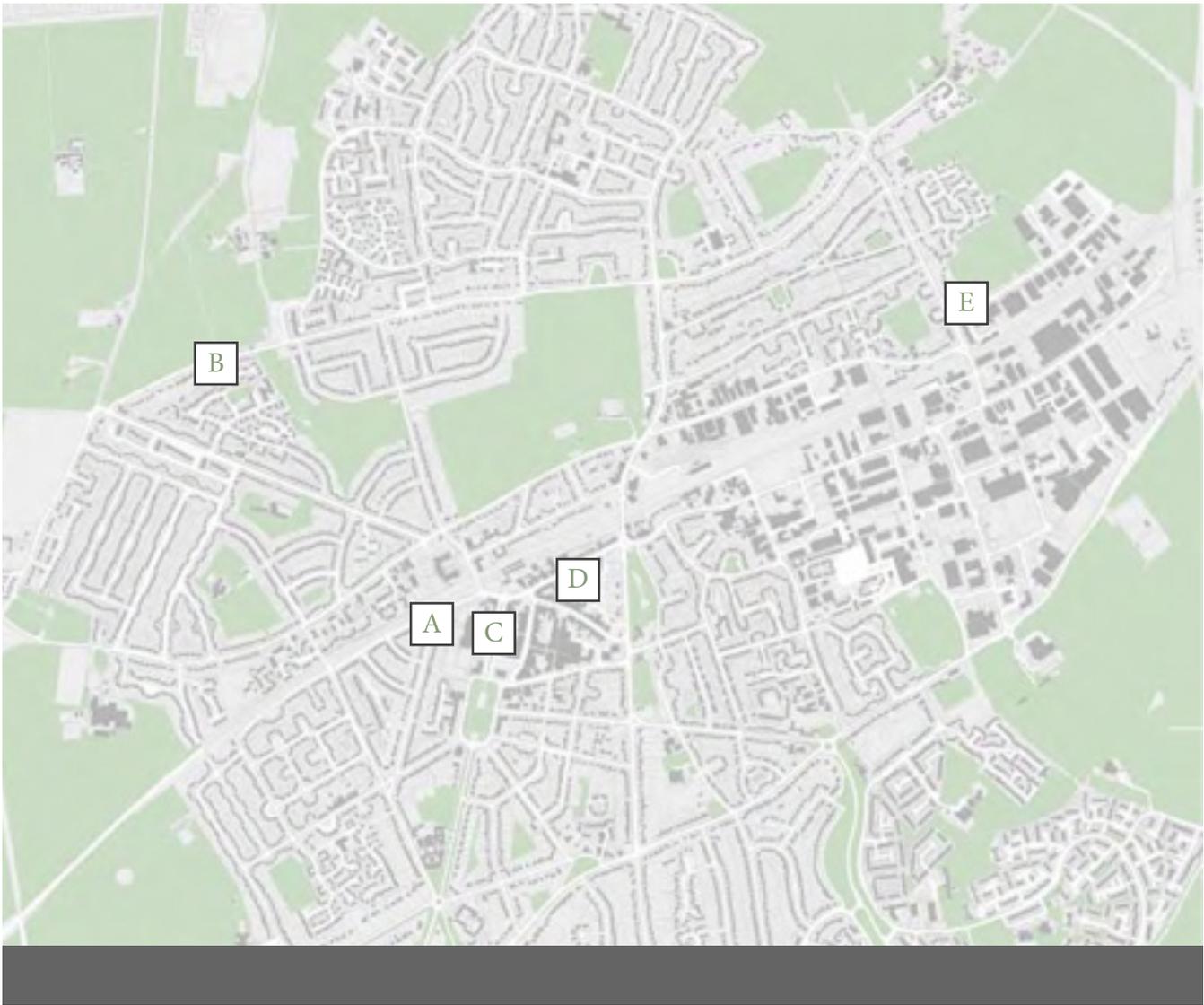
Map Source:
Allies and Morrison Urban Practitioners
(2011) *The Wynd masterplan & Letchworth town centre implementation plan: key issues report* [Online]. Available at: http://www.thenextsteps.co.uk/key_issues_report (Accessed: 1 April 2012).



The modern city of Letchworth has evolved over more than 100 hundred years. The plans to the right illustrate the early phases of this process with streets and shades of blue representing the different stages of development.



Map Source:
Allies and Morrison Urban Practitioners
(2011) *The Wynd masterplan & Letchworth town centre implementation plan: key issues report* [Online].
Available at: http://www.thenextsteps.co.uk/key_issues_report (Accessed: 1 April 2012).



2. logistics - 11 June 2012

Note:
This document should be considered general reading to be completed before the field trip.

TIME		SCHEDULE	SEE PG(s)
7:45	-	Bus leaves from DPU	-
9:30 - 10:30	A	Meeting with John Lewis C.E.O at the LGCHF	16-21
10:40 - 12:20	B	Standalone Farm Visit	50-51
12:30 - 2:00	C	Broadway Hotel: Letchworth, Herts, SG6 3NZ	48
2:00 - 3:00	D	Information Centre and Museum Visit with Curator	48
3:00 - 4:00	E	Tour of Exhibition Road, Industrial Area & New Eco-houses with Curator (or Letchworth Historian)	48-49
4:00 - 5:30	F	Allotments Visit with Jo Tofts (location TBA)	28-31
5:40	-	Depart Letchworth and Return to UCL	-



A



B



C



D



E



F

Image Sources:

- A. Letchworth Heritage Foundation: <http://en.wikipedia.org/wiki/File:Letchworth-HeritageMuseum.jpg>
- B. Standalone Farm: http://www.letchworthgc.com/attractions/all?attraction_type=wildlife
- C. Broadway Hotel: <http://www.broadwayhotel.co.uk/>
- D. Museum: http://www.letchworthgc.com/attractions/letchworth_museum
- E. Eco-houses: <http://www.tomorrowsgardencity.co.uk/gallery.html>
- F. Allotment Gardens: <http://www.ldga.org.uk/gallery.html>

Main Actors & Additional Information

Letchworth Garden City Heritage Foundation	http://www.lgchf.com/
LOCAL GOVERNMENT	
North Hertfordshire District Council	http://www.letchworth-tc.gov.uk/
Letchworth Garden City Council	http://www.north-herts.gov.uk/
CIVIL SOCIETY	
Letchworth Gardeners Association	http://www.ldga.amolad.net/
HELP Campaign	http://www.helpetchworth.co.uk/
MORE INFORMATION CLTs and COMMON PROPERTY REGIMES	
Community Land Trusts Organisation	http://www.communitylandtrust.org.uk
Land Coalition	http://www.landcoalition.org/



Image Source:
Allies and Morrison Urban Practitioners (2011)
The Wynd masterplan & Letchworth town centre implementation plan: key issues report [Online].



3. city history

Source:
NHDC Household Survey Feb/
March 2004 and NLP Town Centre
and Retail Study 2004.

1903	1904	1905	1907	1912	1960	1962
Work starts on building the world's first Garden City.	Parker and Unwin's Master Plan is approved.	'Cheap Cottages' exhibition attracts 60,000 visitors.	Skittles Inn, Howgills, Howard Hall and Cloisters are built.	Work commences on Spirella corset factory. Completed 1920.	Hotel York's hostile takeover bid for First Garden City Ltd fought.	Parliament passes First Garden City Limited's assets over to a public Corporation.
1995	1996	1998	1999	2003	2007	2010
Assets passed to the Heritage Foundation – a charitable organisation.	£2m Broadway Cinema refurbishment	£11m Spirella Building refurbishment	Morrisons opens in the Garden City.	Town celebrates its Centenary.	Modern day 'Cheap Cottages' exhibition.	£8m town centre refurbishment to Eastcheap and Leys Avenue.

Letchworth Garden City

Letchworth's story began in 1903 when the Garden City Pioneer Company, set up to buy land for the world's first garden city, selected Letchworth as the site and bought 3,918 acres from 15 farm-owners at a price of £40.75 an acre (more land was added later).

First Garden City Ltd was created in the same year to develop and manage the project. It was agreed from the outset that all operating profits from the estate would be ploughed back into the community. This principle remains a hallmark of the garden city today.

The master plan for the city that would "combine the health of the country with the comforts of the town" was drawn up in 1904 by Barry Parker and Raymond Unwin, with tree-lined streets, low-density housing, spacious gardens and public parks. The fruit of this plan 100 years later is a thriving community managed by the not-for-profit Letchworth Garden City Heritage Foundation (LGCHF). Established in 1995, the LGCHF took over operations of the Letchworth Garden City Corporation formed in 1962.

The 1905 & 1907 Exhibition Cottages

By the late 19th century, the cost of building houses in rural areas was very high, making it uneconomical to build houses for agricultural labourers. Part of the problem were restrictive 'by-laws' that allowed only expensive materials such as brick and stone to be used. To recuperate these costs rents would have to be higher than most rural workers could afford. Consequently, population levels in rural areas fell, as farm workers and their families moved to towns and cities for employment and housing.

To reverse this trend, Mr J. St Loe Strachey, editor of The Spectator, started a campaign for the "£150 Cottage" to encourage the building of cheaper cottages that could be let to rural labourers for an affordable £8 per year.

First Garden City Limited answered this call by providing sites in Letchworth Garden City for the construction of £150 exhibition cottages that were not subject to stringent by-laws allowing new and innovative materials to be used.

Key Facts from the Letchworth Garden City Town Centre Strategy designed by NHDC (January 2007)

Letchworth Garden City has a population of around 33,600, just over the original Ebenezer Howard ideal of 32,000. The number of young adults in the town is decreasing and the number of retired persons increasing. 83% of Letchworth residents do their main non-food shopping outside Letchworth Garden City, increasing from 70% in 1989. 64% of residents within the town centre's catchment area visit once a week or more frequently.



A conservation boundary and detailed building guidelines protect the traditional character of Letchworth. Allies and Morrison Urban Practitioners highlight the resulting coherence of character as one of the city's assets.

Image Source:
Allies and Morrison Urban Practitioners (2011)
The Wynd masterplan & Letchworth town centre implementation plan: key issues report [Online].

Objectives

The following description of Letchworth's goals and analysis of the current situation has been extracted from Allies and Morrison Urban Practitioners (2011) Key Issues Report. The document highlights the insightful nature of the Garden City plan, which in many ways, aligns with modern sustainability aims.

1. Food supply goals:

- A self-sufficient town
- Local farms to provide food for residents and reduce travel costs
- Allotments and generous gardens to allow residents to grow their own food

The current condition

- As is the case nationally, few residents now grow their own food produce, although Transition Town Letchworth is currently promoting this.
- Strong external influences create a reliance on food from elsewhere which is less immune to global and national shocks

2. Accessibility goals:

- An accessible environment to create easy access to shops and services
- Close proximity of employment for residents

The current condition

- High numbers of residents currently commute beyond Letchworth for work and shopping requirements (i.e. London, Cambridge)
- Increased reliance on private vehicles has resulted in a car dominated environment, though there is support for better public transport and the potential for electric car charging points
- Letchworth's large number of homes close to the town centre mean that the shopping centre is accessible on foot for a decent proportion of the population

3. Social and well-being goals

- First Garden City Ltd established to promote social wellbeing
- Community provisions and development
- Healthy society – away from slums, breathing clean air, access to the countryside

4. Building goals:

- Use of locally sourced materials
- Innovative measures of construction – cheap cottages exhibition

The current condition

- Decline in innovative building design to standard housing types
- Centenary competition for “modern cheap cottages”. 60 new homes are currently being built based on the winning designs for the cottages.

5. Energy goals:

- A self-sufficient town with localised power generation

The current condition

- Nationalisation of electricity to national grid

6. Green infrastructure goals:

- Importance of access to the countryside
- Role of spaces and parks in towns
- Contact with nature – ‘natural healthfulness’

The current condition

- Established parks and spaces in the town
- Underutilised spaces
- Greenway is a popular resource



4. governance

The adjacent image outlines the evolution of governance in the Garden City of Letchworth. Following the city's founding in 1903 have been two major shifts, the establishment of the Letchworth Garden City Corporation in 1953, and the formation of the Letchworth Garden City Heritage Foundation in 1995.

Letchworth Garden City Governance Outline

Local councils, meetings & trusts		Corporations	
Pre-1900	The original villages of Letchworth, Norton & Willian - and then the area of the civil Parish Council of 1908, below - were within Hitchin Rural District Council's district until 1919.		
		1903 for 60 years	First Garden City Limited was registered as a company to be the landlord of the estate. The idea was for the residents to purchase the estate after seven years so as to become responsible for the town. "When the company was formed, however, this period of seven years was omitted." [Purdom p.10, footnote] <i>In practice FGC Ltd it ran the emerging town for its first 42 years, with the compliance of the District Councils.</i>
August 1904	<i>The name for 'Letchworth Manor near Hitchin' was chosen by plebiscite to be 'Letchworth (Garden City)' but soon became simply 'Letchworth'.</i>		
June 1905 for 3 years	Residents' Union (aka Residents' Council) - to pursue the Garden City ideals - met in the Mrs Howard Memorial Hall		
March/April 1908 for 11 years	Letchworth (Civil) Parish Council (until March 1919) - informal until 1910? - 16 members; in 1910, 15 seats were contested		
	1912 Representative Council - for co-operation among the many local societies, factories and workshops		
	1914 Letchworth Civic Trust - to promote the welfare of the town - it built up a shareholding in FGC Ltd		
April 1919 for 55 years	Letchworth Urban District Council: took over from Letchworth (Civil) Parish Council - 15 councillors: 9' All Party' , 4 Labour and 2 Independents - seats hotly contested in the early years, then lapsed into apathy by 1925 - no active role in town planning & building control until after 1945; yet it built nearly 5,000 dwellings		
		1963 for 32 years	Letchworth Garden City Corporation took over FGC Ltd
	<p>-from 1973, LUDC's assets & services were dispersed: Town Hall, sewage disposal, library service -in March 1974: LUDC Coat of Arms transferred to LGC Corporation for safe keeping</p> <p><i>During 1974-2005, there was no local council for Letchworth Garden City.</i></p>		
1974 32 years to date	North Hertfordshire District Council - Labour-controlled until 1976, then Conservative		
		1995 11 years to date	Letchworth Garden City Heritage Foundation -took over from the LGC Corporation; -an Industrial and Provident Society, IPS
2005 1	Letchworth Garden City Council (a town council) brought into existence through local campaigning - 24 councillors independent of political parties		

Sources include:

John Webb, 28th May 2006 (version 3) Not to scale.

Mervyn Miller (1989 edition) Letchworth: The First Garden City Chichester: Phillimore & Co. Ltd.
 A.W. Brunt (1942) The Pageant of Letchworth 1903-1914 Letchworth: Letchworth Printers Ltd.
 CB Purdom (1963) The Letchworth Achievement ... London: JM Dent & Sons Ltd.
 David Chastney-Parr (undated) Letchworth War Memorials an article for the Letchworth Garden City Society
<http://www.letchworthgardencity.net/lqcs/warmemorials1.htm>



5. city council

Image Source:
Allies and Morrison Urban Practitioners (2011 *The Wynd master-plan & Letchworth town centre implementation plan: key issues report* [Online]).

The Town Council for Letchworth Garden City came into existence in May 2005. It was created by public petition in order to tackle issues that had not been adequately addressed by other agencies and authorities. Just three years later, however, strong discontent with the new political body began to emerge. In 2009, when 22 of the 24 council seats were won by HELP candidates, a swift decision to stop activities and dissolve the Council was made.

Letchworth Garden City Council

The Town Council, which operated between 2005 and 2009, was made up of 24 Councillors, representing the five Town Wards. Most recently (for the 2008/9 period) the Council had agreed on the following strategic aims:

1. To support the citizens of Letchworth to achieve their aspirations for the Garden City
2. To work with partners to sustain and improve the quality of life in Letchworth
3. To work with partners to provide a programme of youth and community projects
4. To influence the design and delivery of services provided by others in partnership
5. To deliver services for partners that would provide added value
6. To make the case for Letchworth and to communicate the programme of work effectively
7. To provide good governance and management of the Council's finances and assets

The Council collected resident opinions in various ways including through the use of questionnaires and surveys. Concerning the issue of the Double Development Control System, the LGCC mailed out 9,772 questionnaires. The findings described here are based on the 2,772 respondents (29%).

The complete presentation can be found at:
<http://www.letchworth-tc.gov.uk/Uploads/Site867/Files/residentssurveyandresultsApr9th08.pdf>

Key Findings:

1. Significantly more residents living within the Letchworth GC Scheme of Management say they would like a change to a single permissions system.
2. Many residents see the double permissions system as a waste of time and money.
 - Handling of applications for landlord's consent is causing dissatisfaction for a significant minority of residents.
 - Nearly one third of applicants to the LGC Heritage Foundation for landlord's consent were dissatisfied (29%) compared to only 8% of those applying for planning to the NHDC.
3. Residents comments suggest that any changes to the current double system must include safeguards to ensure the unique character of Letchworth GC is preserved.



6. heritage foundation

All the information about the institutions described within this section has been provided by the institutions themselves or through their websites and publications.

Letchworth Garden City Heritage Foundation (LGCHF)

The Foundation owns and manages the 5,500-acre Garden City Estate comprising offices, shops, factories, houses, farms, community amenities and land. Income generated from property, farming and other activities is channelled back into the Garden City in two ways: reinvestment to maintain the fabric of the estate and its landscape; and funding for a wide range of charitable enterprises and endeavours in Letchworth Garden City.

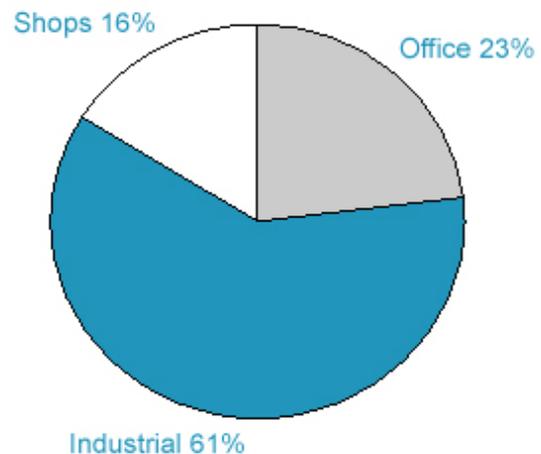
The Letchworth Garden City Heritage Foundation is an Industrial & Provident Society registered with the Registrar of Friendly Societies under the Industrial & Provident Societies Act 1965 and has exempt charity status. The Heritage Foundation is a unique organisation based in Letchworth Garden City, North Hertfordshire, 35 miles north of London. It is not a local authority and is not in the 'public' sector.

The Heritage Foundation assumed the role and responsibilities of a former public sector body called Letchworth Garden City Corporation through an Act of Parliament – the Letchworth Garden City Heritage Foundation Act 1995.

Mission

To create, maintain and promote a vibrant, quality 'environment' in the Garden City, for all those who live in, work in and visit the world's first Garden City. To support the charitable objects of the Foundation through optimising the financial returns from the assets held, to the extent it is compatible with the charitable objects, and re-investing those returns to:

- Support charitable activities, which meet needs and provide a proven benefit to the community;
- & Improve an increasingly valuable asset base.



Property Portfolio 2011-2012

The 2011-2012 Corporate Plan reports that the current portfolio is producing an annual rent of £ 7.6m.

Corporate Objectives 2011-2012

- Proactively Managing Assets and Income;
- Driving Organisational Efficiencies;
- Building and Maintaining Positive Relationships with Communities;
- Contributing to the maintenance and enhancement of the physical, economic and social environment of Letchworth Garden City.

Principles

- Commitment to sustainability;
- Positive, pioneering approach;
- Dedication to open communication;
- Recognition of Letchworth's significance as the world's First Garden City



Vision

To ensure that the Foundation's success in managing the Estate leads directly to an improved "quality of life" for the community in Letchworth Garden City. To be a pioneer, encouraging innovation, experimentation and sustainability particularly with regard to the environment, energy and housing. To secure recognition, nationally and internationally, for the success of the Garden City "experiment" as a leading model for developing 21st Century communities.

The Foundation has six Charitable Objects:

1. Promoting the preservation of buildings and other environmental features of beauty or historic interest within Letchworth Garden City.
2. Providing or assisting in the provision of facilities for the recreation or other leisure activity of the local community in the interests of social welfare with the object of improving their conditions of life.

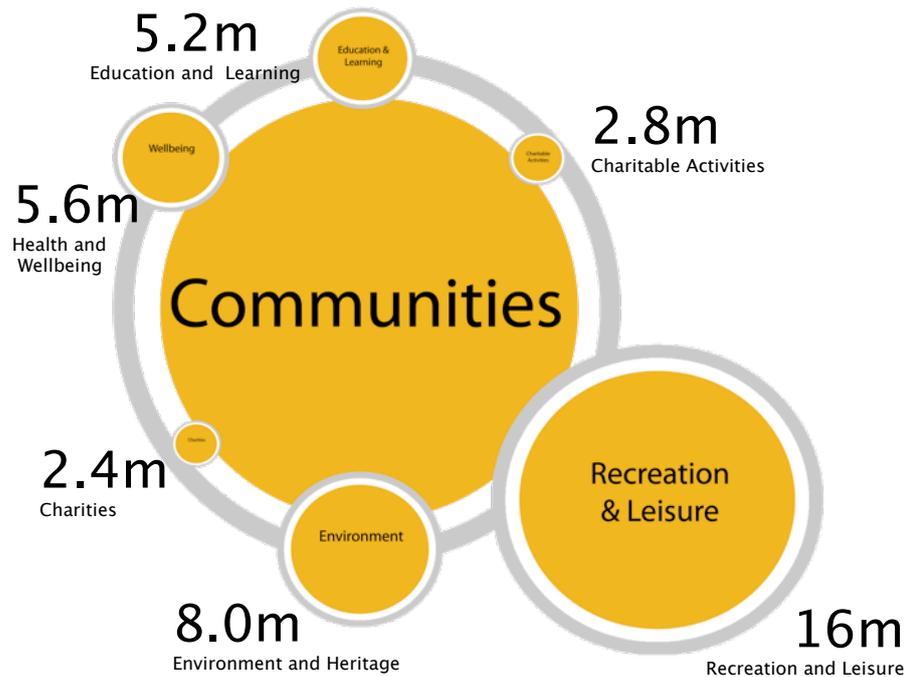
3. Promoting the advancement of education and learning within Letchworth Garden City.
4. Promoting the relief of poverty and sickness within Letchworth Garden City.
5. Supporting any charitable organisation having an office or branch in Letchworth Garden City.
6. Promoting any other charitable purposes for the benefit of the local community.

Enterprises & Subsidiaries

Letchworth Garden City Heritage Foundation operates a number of enterprises within the Garden City to provide recreational or leisure activities and give assistance to the community. Enterprises are as follows:

- Broadway Cinema
- Ernest Gardiner Day Hospital
- Plinston
- First Garden City Heritage Museum
- Standalone Farm

Source:
 Ross, P., Lewis, J.,
 and Cabannes, Y.
 (2012)
 21st Century
 Garden Cities of
 To-morrow:
 How to become a
 21st Century
 Garden City. pp.
 32-33.



The Heritage Foundation operates a number of trading subsidiaries too. These Limited companies enable the Heritage Foundation to operate a number of trading activities, which fall outside its charitable status. They exist to covenant profits back to the Heritage Foundation and are:

Letchworth Garden City Services Ltd: The subsidiary Letchworth Garden City Services Ltd, registered number 03090647, holds Letchworth Garden City Heritage Foundations' interest in Broadway Cinema.

Letchworth Garden City Farms Ltd: A wholly owned subsidiary of the Foundation, registered company number 3082251. Letchworth Garden City Farms Ltd is responsible for farming 2,500 acres of land in Letchworth Garden City, which is used for growing crops and rearing cattle, which are sold to generate income. Standalone Farm, the working farm, as well as the Foundation's Forestry and Landscaping divisions operate under this subsidiary too.

City Technologies Ltd: Garden City Technologies (GCT) was established in 1998, during the flagship redevelopment of The Spirella Building. They are a

leading provider of tailored, integrated IT, telephone and support services to Heritage Foundation tenants, primarily at The Spirella Building and Nexus Building. Registered company number 03530307.

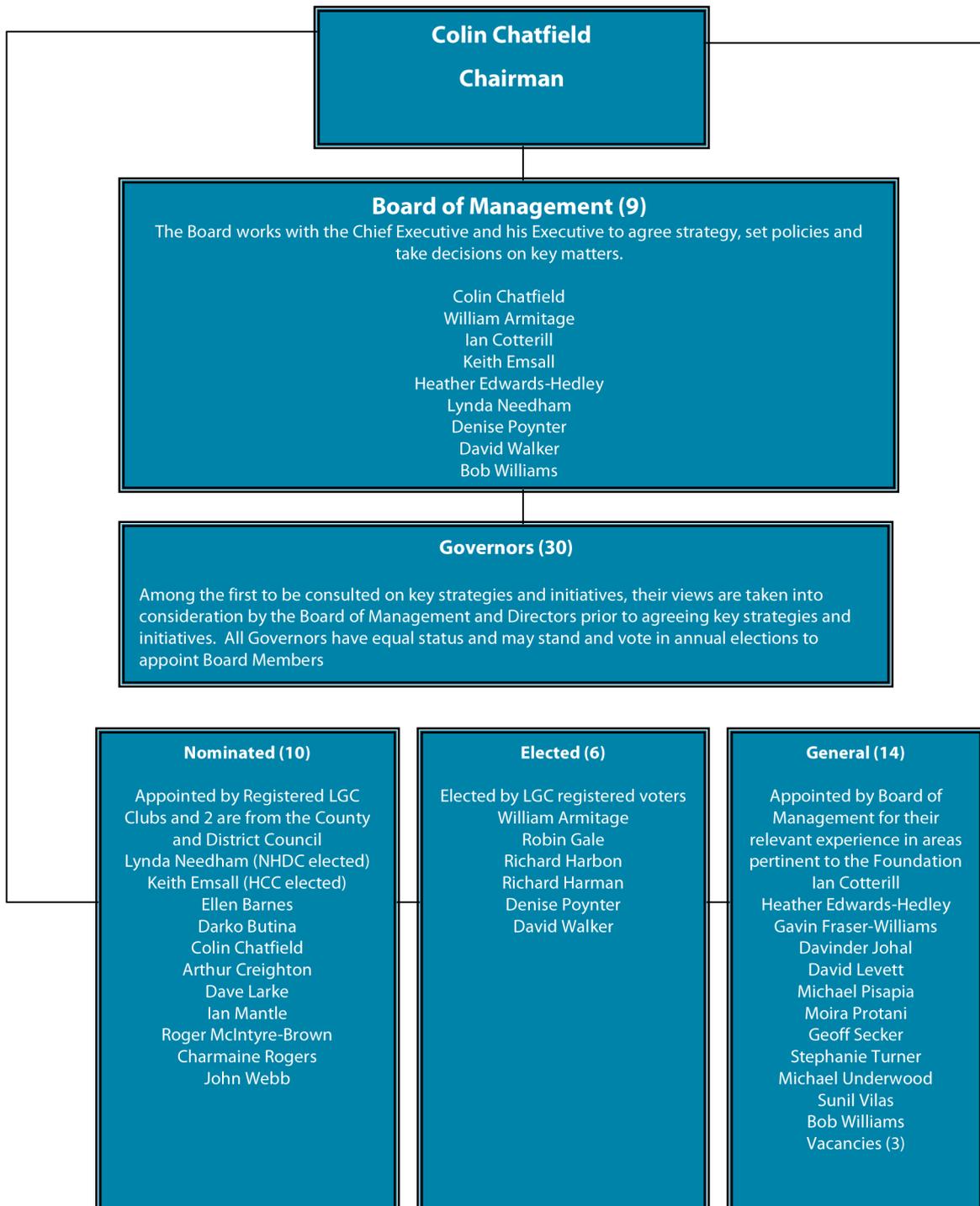
Letchworth Cottages and Buildings: A wholly owned subsidiary of the Foundation, yet an Industrial and Provident Society with charitable status in its own right, registered number 18705R. Letchworth Cottages and Building Ltd forms the social housing arm of the Foundation, although, since 2002 most housing stock has now been transferred to William Sutton Trust.

Current Focus

- Implement phase two of the Foundation's Centre revitalisation strategy;
- Regenerate the industrial heartland to attract new business;
- Help to create high quality, mixed tenure housing;
- Safeguard the built environment;
- Protect the green environment; and
- Further increase charitable distributions.

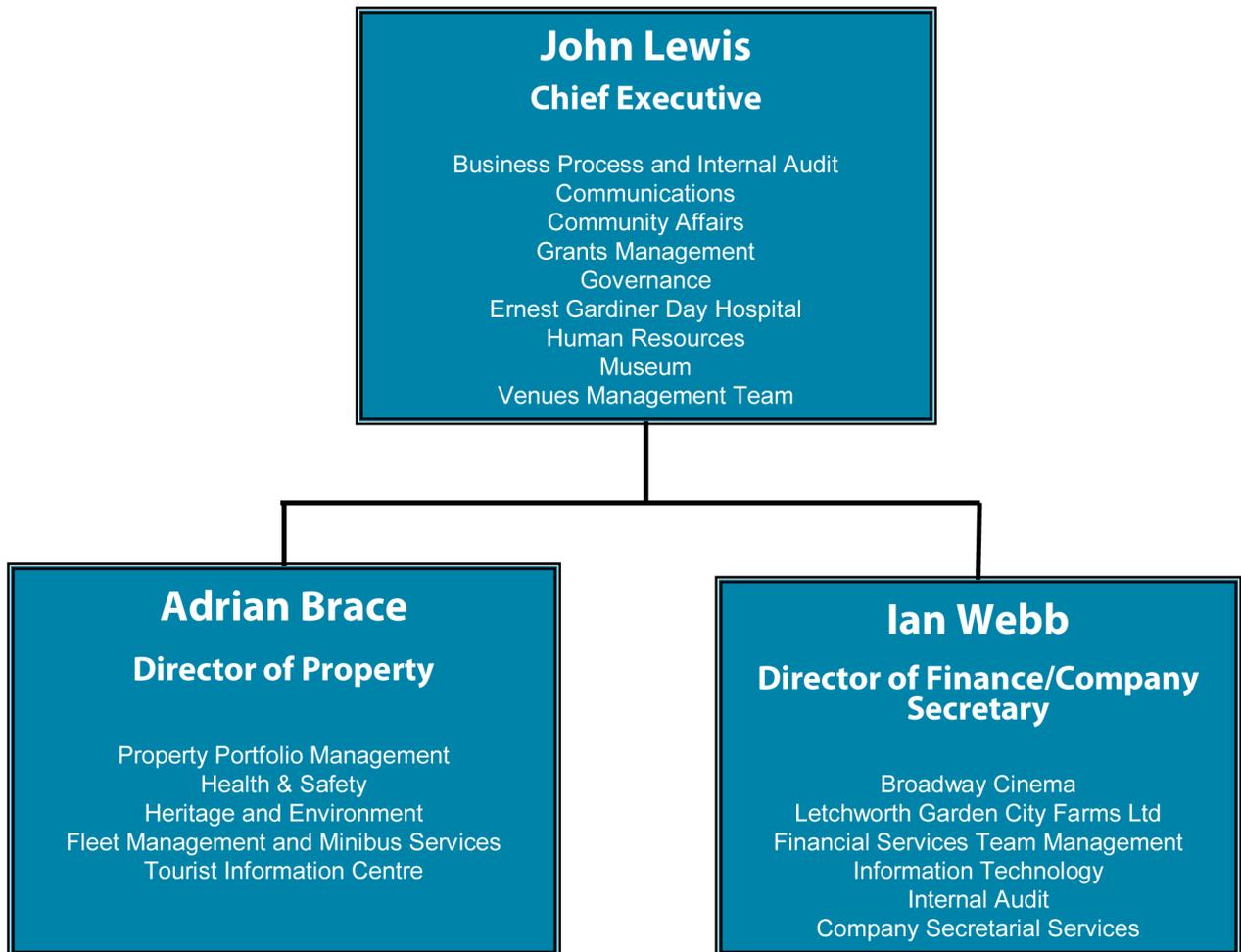
2011-2012 Organisational Chart

Board and Governors



2011-2012 Organisational Chart

The Executive Team



Source:
Letchworth Garden City Heritage Foundation (2011) *Corporate Plan: October 2011 to September 2012* [Online]. Available at: http://www.lgchf.com/key_documents/legal_and_governance/corporate_plan_october_2011_to_september_2012 (Accessed: 1 April 2012).



7.

district council

Image Source:
[http://www.north-herts.gov.uk/
annex_b_-_hitchin_town_hall_
museum_feasibility.pdf](http://www.north-herts.gov.uk/annex_b_-_hitchin_town_hall_museum_feasibility.pdf)

The District Council Offices are located at:
Gernon Road,
Letchworth, Herts, SG6 3JF

North Hertfordshire District Council

The principle of leadership has been expanded to emphasise the role of authorities in ‘leading’ their communities and therefore this concept ‘overarches’ the other principles.

NHDC’s Vision is: **“Making North Herts a vibrant place to live work and prosper.”**

Alongside the vision for the area, NHDC has developed its own mission statement: **“To work collaboratively with our partners and communities to deliver the vision for the district of North Hertfordshire.”**

This statement recognises that in order to achieve the overarching vision the Council must work with many partners.

NHDC’s internal corporate planning process has been reshaped around delivering the vision both in terms of what they do as an individual member of the Local Strategic Partnership and the collaborative work they carry out in conjunction with their partners. In the Corporate Plan, are six areas of focus or strategic objectives.

These strategic objectives direct NHDC to focus on it’s purpose and on outcomes for the community and on implementing its vision for the local area. The Council aspires to achieve its strategic objectives in an open and transparent manner having due regard to equal opportunities and the opportunities and benefits proffered by innovative and flexible partnership working.

Strategic Objectives

1. Promoting sustainable development of the district to ensure that we deliver adequate affordable housing, protect the environment and conserve the heritage of our historic towns and rural settlements.
2. Encouraging responsible citizenship and creating safe communities with less crime and less fear of crime.
3. Promoting first class leisure and cultural facilities to contribute to healthy living for all our citizens.
4. Targeting resources at areas of disadvantage in the district to reduce social exclusion and improve the quality of life for everyone.
5. Creating opportunity for all by promoting sustainable local economic development.
6. Ensuring that we listen to our citizens and deliver high quality, value for money, customer focused services.

NHDC's Promises

North Herts is committed to developing its arrangements for corporate governance in order to ensure its procedures support the effective governance of its affairs and the stewardship of the resources at its disposal. To this end NHDC promises to:

Focus on the purpose of the authority and on outcomes for the community and create and implement a vision for the local area:

- exercise strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users
- ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning
- ensure that the authority makes best use of resources and that tax payers and service users receive excellent value for money

Ensure that members and officers will work together to achieve a common purpose with clearly defined functions and roles:

- ensure effective leadership throughout the authority with clear executive and non-executive functions and clear roles and responsibilities of the scrutiny function
- ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of authority members and officers are carried out to a high standard
- ensuring relationships between NHDC and the public are clear so that each knows what to expect of the other

Promote values for the authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour:

- ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance
- ensuring that organisational values are put into practice and are effective

Take informed and transparent decisions which are subject to effective scrutiny and managing risk:

- being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny
- having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs
- ensuring that an effective risk management system is in place
- using their legal powers to the full benefit of the citizens and communities in their area

Develop the capacity and capability of members and officers to be effective:

- making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles
- developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
- encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal

Engage with local people and other stakeholders to ensure robust public accountability:

- exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships
- taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning
- making best use of human resources by taking an active and planned approach to meet responsibility to staff

To ensure that it keeps to its promises, NHDC will:

- Monitor all arrangements in place for practical effectiveness
- Review practices, procedures and guidelines on a regular basis
- Develop an Action Plan to identify areas of the Code where further work is required, including the allocation of appropriate time scales and the designation of Lead Officers
- Provide an annual statement on how NHDC is complying with the Code, including how it has maintained the effectiveness of its corporate governance arrangements during the year, and any planned changes for the forthcoming year
- Ensure that actions identified in the annual Corporate Governance Statement Action Plan are provided for and properly resourced, within the corporate service planning process

Source: North Hertfordshire District Council. NDHC Local Code of Corporate Governance. November 2007. Available at: http://www.north-herts.gov.uk/local_code_copo-rate_governance.pdf (Accessed on 11 Feb 2009).

NHDC Allotments Strategy

2004-2009

The Allotments Strategy was constructed to bring together promotion, maintenance and long term investment in allotment provision for the district.

Aims and objectives of the Allotments Strategy:

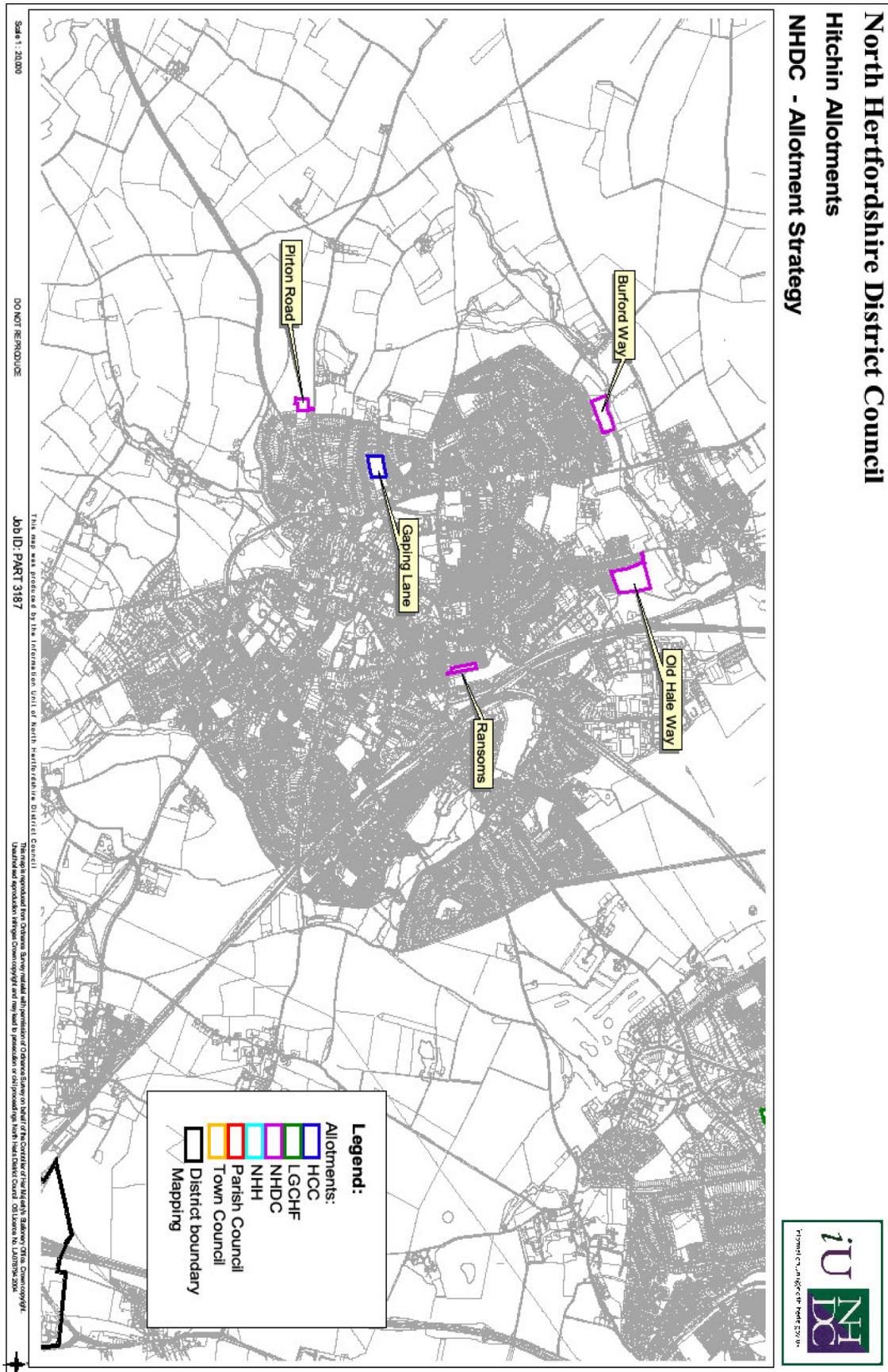
- To increase the number of allotment gardeners
- To promote allotment gardening for a healthy lifestyle.
- To ensure allotment sites comply with current legislation and guidelines.
- To integrate existing and future provision with planning policy.
- To engage local allotment associations in the future direction of allotments.
- To formulate a sustainable maintenance and development programme in accordance with customer expectation

NHDC Allotments Action Plan

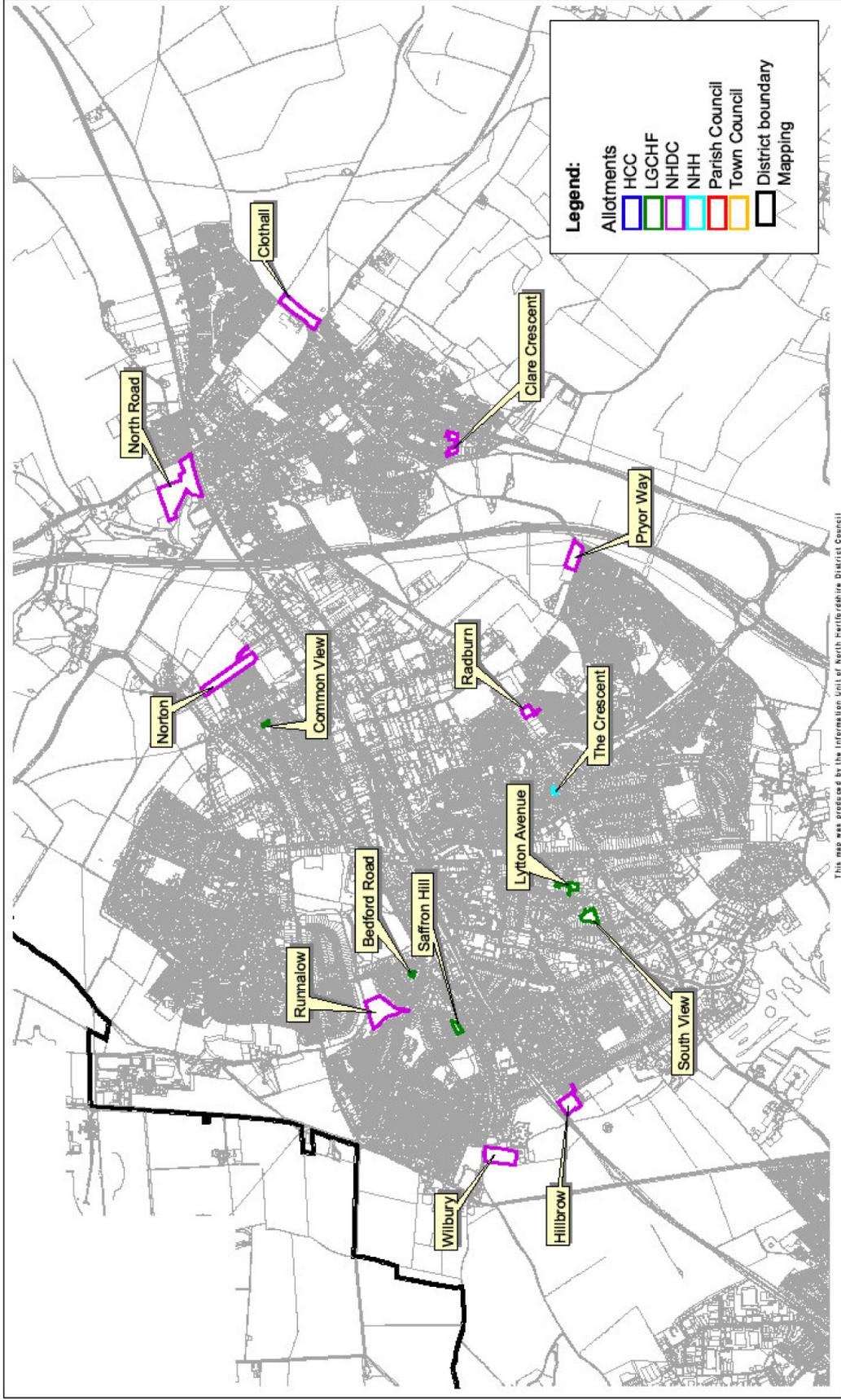
2010-2014

Building on the Allotments Strategy, is the Allotments Action Plan, a plan recognised as integral to the Green Space Management Strategy. Its purpose is to provide a structured approach to the management of allotments by North Hertfordshire District Council within the District. The most recent action plan contains new revenue growth over four years beginning in 2011/12 and totalling £34,000.

Source: North Hertfordshire District Council. Allotments Action Plan (2010-2014). September 2009. Available at: http://www.north-herts.gov.uk/allotments_action_plan_2010_-_2014.pdf (Accessed on 25 March 2012).



**North Hertfordshire District Council
Letchworth and Baldock allotments
NHDC - Allotment Strategy**



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Scale 1: 20,000

Job ID: PART 3187

DO NOT REPRODUCE



8.

Gardeners Association

Image Source:
<http://www.bbc.co.uk/programmes/b00lt16k>

The Letchworth District Gardeners Association (LDGA) is a voluntary non-profit making society, set up in 1906 to promote horticulture to the residents of Letchworth Garden City and surrounding areas. The Association has around a thousand members with a keen interest in gardening, whether it be flowers or vegetables, at home or on an allotment.

Letchworth District Gardeners Association

The following chapters have been reproduced from the book, *Gardener's City: A History of the Letchworth Allotments and Horticultural Association 1906-1996*, by Kenneth Johnson, 1996. The three chapters selected give a cross-section of the historical development of the garden city allotments and the horticultural association.

2

1906 AND ALL THAT

Who exactly it was who dug the first spit on the first allotment in the First Garden City does not seem to be recorded. After the ceremonial civic spadeful was cut at Letchworth Corner on 9 October 1903, the winter set in and the digging of the first road,



Sir Ralph Neville, first president of the Society, later had a bridge named after him.

later called Norton Way, did not start till the spring. Foundations for the first new houses, Alpha Cottages, soon followed and the first residents arrived in July 1905. It was only a matter of weeks before the First Garden City company's allotments were taken by those who justifiably felt themselves to be "pioneers", eager to put into practice the ideals of Ebenezer Howard and to create a new self-sufficient community.

They were certainly enthusiastic, because by 1906 the Garden City Horticultural Society was thriving and a force to be reckoned with. Sir Ralph Neville, first chairman of the company and now one of His Majesty's judges, was the Society's honorary president. The array of vice-presidents included the second company chairman Lord Brassey, other board members and directors, Richard Barry Parker the architect, and Mr Howard himself. Their honorary treasurer was Thomas Adams, the secretary of First Garden City Limited, and their joint secretaries both extremely busy builders, Charles Ball and J.S. Launder, heading the first executive committee of no fewer than twenty two inspired and co-operative organizers.

It seems a little unlikely that all of these were actually cultivating allotments themselves, though several were professionally involved in horticulture. John James Kidd had his own nursery at 113 Baldock Road. William A. Holmes was also a nurseryman, had opened a florist's shop at 9 Station Road, and was about to become joint secretary of the Society. Harry Rogers had been a partner in the nurseries at Willian for a couple of years. Henry Jones (known as Hal) had his own business at Norton Croft Nurseries, preceded Arthur W. Fox as secretary of Garden City

Small Holdings Ltd, and some years later became secretary of a rather short-lived Letchworth Fruit Growers' Society. Though working for the Garden City Press, Bertie ("Billy") Williams was president of Garden City Co-operators, secretary of Norton Small Holdings Ltd, and another member of our committee – as was Robert Maher, FRHS, nurseryman and landscape gardener.

Frederick John Cole, employed by FGC Ltd as a forester, taught adult gardening classes, helped C.B. Purdom to edit the *Letchworth Magazine*, and was remembered as "a roaring Rabelaisian sort of man" who went to Canada in 1911 to study horticulture but got himself appointed as town planning commissioner and landscape architect to the city of Winnipeg.

All these were on that first executive committee, along with James Henderson who kept the Co-op shop at Letchworth Corner and batted for Letchworth Cricket Club, Walter Sumsion, Harold Craske and Walter Gaunt, all key figures on the staff of FGC, and Mr Armishaw who was building his own small holding, Miss Borissow of the Christian Social Union, Miss Stabb of the Women's Pleasant Afternoon, and so on. They cannot all have had time to dig their own allotment gardens, but together they had the vision to organize a really ambitious show for the bank holiday Monday, 6 August 1906.



PROGRAMME
OF
The FIRST SHOW
OF THE
Garden City Horticultural Society
HELD ON
MONDAY, AUGUST 6TH (BANK HOLIDAY), 1906
AT GARDEN CITY.
On Ground Corner of Letchworth Lane.

ATHLETIC SPORTS
COMMENCING 3 P.M.

GRAND PROMENADE CONCERT
And also DANCING will commence at 7.30 p.m.
The Bedford Town Silver Prize Band
WILL ATTEND
Refreshments by Mr. A. NEWTON, Baldock.

THE SHOW WILL BE OPENED, AT ONE P.M.
Admission 6d., Children half-price.
Programme, One Penny



It was not just a flower show, but a sports day for the whole community, with the Bedford Town Silver Prize Band playing from 1.30 until dark, a grand cycle parade (in costume with prizes for both artistic and comic characters) and a concert with Mr Barry Parker, Mr J. Henderson, Mr T.W. Hudson and Mr Will Ballard as the artistes.

The show itself was boldly announced as "OPEN TO ALL ENGLAND" with classes for fruit, flowers, plants, table decorations, vegetables, bread, honey, etc. Some weeks later *The Citizen* reported that "An Allotment Holder" had asked the Flower Show Committee why the allotments were not judged at the same time as the gardens and why the prize list had not been published. "He says that allotment holders have to stand in the background whilst most of the prizes go away from the Estate, and he argues that they could not possibly compete with such, owing to their allotments and gardens being new."

Other familiar grumbles were noted, as *The Citizen* remarked in September that "the dry weather is responsible for an abnormal activity in the insect world", but two weeks later commented on "the soaking weather we have had". Nevertheless, that first show was to be followed by many more throughout the twentieth century. It was a great success and seemed to prove that the Garden City itself could be so too.

19

DIG FOR VICTORY 1940-1944

One by one, Norway, Denmark, Holland, Belgium, France, and even our own Channel Islands fell to enemy occupation in the first half of 1940. In June, Sir Arnold Wilson, MP, a rear gannier in the



Walter Joseph Thompson of Common View was winning prizes for violas in 1912, on the Horticultural Society committee in 1916, a vice president in 1926 and here digging for victory in 1940.

RAF, was reported missing, presumed killed. Members of the Association devoted to their allotments last summer were now away in the forces. Older members and those on vital work at home found their spare time needed for Air Raid Precautions, fire watching or the Home Guard. Very reluctantly they had to forgo the indulgence of the annual show and the allotment competition.

Nevertheless they could record one of the best ever cropping campaigns on the Letchworth allotments, and Association membership shot up from 455 to 635. Five hundred of these were cultivating their own cottage gardens; and beside the 235 ten-pole plots in the Association's charge, 132 belonging to First Garden City Ltd, and twenty Howard Cottage Society plots, Letchworth Council had opened 120 new wartime allotments.

These figures were proudly announced at the annual meeting on 12 October, when Mrs Scoots and Mrs Penwill received certificates and medals for their work in cultivating their husbands' allotments while they were away. Of course there were other wives later on, like Mrs Pamela Worland, who not only took over the allotment for the duration but kept the records and collected the subscriptions for the Bursland area while her husband (W.J. Worland junior) was in the forces. Though Mr O.G. Cox, the treasurer, was absent from that 1940 annual meeting on ARP duty, his report showed a balance of £105/18/5. And when secretary Brackenbury said the committee might need to get some paid help with the large quantity of goods now going through their hands, the meeting agreed to raise the annual subscription from a shilling to 1s.6d.

This was unfortunately the last annual meeting in office for Mr Brackenbury. In 1941 he was in hospital, and the chairman Harry Brewer also became acting secretary. He reported on a strenuous year for everyone – not only for the 798 members of the Allotment & Horticultural Association. Letchworth Tennis Club had decided

to dig up its number 1 court to plant potatoes, and the County Agricultural Committee had begun giving grants to local councils towards publicity for encouraging people to improve food production in every way possible. On 13 October, the Letchworth Utility Club was formed to help the many keepers of poultry and rabbits – and by August bank holiday 1942 the new club joined with the Allotment Association and the Cage Bird Society to present the finest show and fete Letchworth had seen for years!

Marquees on the Arena in Eastcheap were crowded (especially when the heavy rain arrived) with visitors "in typical holiday mood" admiring the onions, leeks and carrots well set off by pyrethrums and pink chrysanthemums. Some exhibits were grown from Letchworth's share of a cargo of seeds sent in the previous winter as a gift from the United States, distributed by lot among affiliated members of the National Allotment Society.

Though Mr W.B. Stapleton gained the C.F. Ball men's cup and helped Westbury to win the Gaunt Cup, there was a notable success for what the local paper called the "Women Allotmenters in the Dig for Victory Campaign". Mrs P. Monks of Cashio Lane won the Macfadyen cup for her very delectable range of preserves, and as the highest scoring exhibitor she received the Ball memorial cup on behalf of her area, which was now being called not Norton but Norton Bury.

At the October AGM, the acting secretary announced the bank holiday show's profit of £35/15/6, and the fact that 21 tons of seed potatoes had been issued to 560 of the members, who now totalled 861. The aim of reaching a membership of a thousand at last seemed a possibility! A year later, it was over 900.

Harry Brewer, now secretary of the Association, said at the 1943 annual meeting that only one allotment holder was under the age of thirty, and very few were under forty. However, the new style show had proved even more successful on the August Monday, with most of the 580 exhibits being from the members, though it was open to all gardeners in Letchworth. To encourage "the complete gardener" instead of the specialist, points were



New President Gaunt, Past President Macfadyen, and Secretary Brewer, backed by the full range of area secretaries

awarded for collections of vegetables, and Mr Stapleton retained his cup while the Gaunt area challenge cup passed to "Norton Bury".

In his presidential address, Dr Macfadyen pointed out that Letchworth was now producing more food than when the estate was farmland forty years ago. The Association had made a large contribution to the national war effort. "When we consider our position at the beginning of the war, it is wonderful that we are able to sit down in such comfort and prosperity and review our work."

More members gave up some of that comfort as they were called to the forces during the next twelve months, but the membership still stood at 910 by October 1944. There is no record of any annual show for this year, and a curious error crept into the published reports. Though the Allotment Association was born in 1924, it held its "twenty first birthday party" after the annual general meeting in the Co-operative Hall on 7 October 1944. As it was his twenty first meeting, Dr Norman Macfadyen retired, and County Councillor Walter Gaunt, CBE, was unanimously elected president.

26
FAME
1981-1996

All over western Europe on that Sunday afternoon, 29 March 1981, Radio 4 listeners heard about Letchworth's variable soil conditions ranging from clay to sandy gravelly loam, mainly alkaline. Ken Ford was introducing *Gardeners' Quest on Time*, recorded three weeks earlier in the ballroom of the Broadway Hotel. Even this only had room for less than a quarter of the 1200 members of the Allotments & Horticultural Association. Only twelve could be chosen to ask the team questions, and four of these were edited out of the final broadcast.

Chris Brickell, director of the Royal Horticultural Society gardens at Wisley, Professor Alan Gemmel and Bill Sowerbutts made helpful suggestions for varieties of pot plants which Victor Brown was growing to sell for the Save the Children Fund. They thought that mice, not snails, were eating holes in Paul Shipman's heavy duty polythene; and they reassured Joe Chamberlain that it made no difference which way up his runner bean seeds were sown. Mrs Mary Pearce-Martin was told to cut back and re-pot her *Plumbago carpensis*, and Norman Crick was advised not to turn to artificial fertilizers for his fruit bushes when the hoped for farmyard manure didn't arrive.

Growers of African violets nationwide benefited from the team's solution to the problems described by Philip Edwards. An interesting theory from Dick Darvill found general agreement, that since sulphur in the atmosphere had been reduced by the clean air regulations, there had been an increase in black spot on roses and other plant diseases. Finally, Tommy Cox was recommended to the RHS pamphlets for identifying pests, and reassured that earthworms would live even after he had cut them in two with his spade.

Happy feelings left by this national fame were somewhat blighted next month, when the District Council decided that the rent for an allotment should be increased from £2 to £0 a year, from the autumn of 1982. And this was Horace Gay's last year as secretary, retiring at 81, to be succeeded by a youngster in his forties, Philip Pearce.

Looking forward optimistically as always, the Association moved the September show to the centre of town, bringing more visitors in to North Hertfordshire College in Broadway, where the shows continued for another ten years with just one exception. The autumn show in 1983 was in the new Plinston Hall, and as successful as ever despite the abnormally hot dry summer.

Back in the College in summer 1984, the indefatigable show secretary Paul Heydon remarked "What with the hot weather it is amazing that people still have showable exhibits. I just hope we get some rain before the September show!"

There has always been too little rain or too much, and next year another familiar problem cropped up again in the town which was still growing. More than twenty allotment holders on the four acres between William Way and Lawrence Avenue were given notice by Letchworth Garden City Corporation who planned to build bungalows in a new road called Berkeley. Three years free rent of new allotments in William were offered in exchange.

At the end of those three years, in 1989, the Association was again obliged to double its subscription, making it two pounds a year, or a pound for pensioners. Co-operation with the Corporation continued, and by 1991 it shared some of the honour when its present president, Mr Peter Harkness, was appointed to the Letchworth Garden City Corporation board.

In the following year, the weather was again causing problems, with another dry season bringing a ban on the use of hoses for gardens and allotments – though curiously not for tennis courts or golf courses. Noticing this anomaly, BBC Television put Letchworth Allotments & Horticultural Association in the national spotlight once more. In May 1992, the popular *Gardeners' World* programme visited the Garden City. Pippa Greenwood talked with members about the drought problem, and the chairman Telford Morton was filmed carrying countless permitted cans of water to his crops at the back of South View.



Pippa Greenwood and Gill Holmes on location in South View

Later in the year, £300 compensation was received for each of the plots requisitioned behind Green Lane, where another housing development was to be named Kristiansand Way after Letchworth's Norwegian twin town. There was another benefit in this case, as the trading store was given a new tarmac and concrete access from Flint Road, more parking space, and a locked gate to the site.

At November's annual meeting, members felt that they could afford to double the subscription for the fifth time since it had stood at half a crown in 1971. This made it four pounds, which might account for a slight drop in numbers in the next few years, after reaching the record height of around 1500 members.

One loss was particularly hard for the Association, as the secretary Philip Pearce died on 6 March 1993, aged only 56. But life went on, and in the following months the gap was temporarily filled by the social secretary Sheila Bywaters, chairman Robin Gale, and for a few months by Marilyn Peel, before Ron Clarke was persuaded to assume the office in 1994. Throughout that previous summer, Letchworth Garden City Corporation had been trying to persuade the Association to take over full management responsibilities for the allotments at the back of Bedford Road, Saffron Hill, South View, Lytton Avenue and Common View, but the committee continued to feel that it was not in a position to accept the proposal.

A return to Norton School after 24 years brought renewed interest in the summer and autumn shows – though as winter drew on, poor attendances were still recorded at the annual general meetings till the committee's decision to provide seasonable refreshments and to bring in some entertaining guest speakers began to reverse the trend.

At Easter 1994 came the unfortunate incident at the Runnallow allotments, when two delivery lorries got stuck on the unmade access road. A tractor going to their rescue was driven over adjoining plots, causing a lot of damage and weeks of negotiations between the committee and councillors before restitution was made.

In 1995, fame again touched the Association as Anglia Television, looking for the best location for an item on allotments, naturally turned to the first Garden City. Tom Dowling and Telford Morton co-starred in this short *Free Time* feature on leisure activities, not actually working on this occasion but leisurely discussing from their deckchairs the delights of gardening. There was no hosepipe ban in Hertfordshire this year, despite the hottest summer recorded for about 300 years.

It was a time for gardeners, or anyone else, to be conscious of being part of history. In October, the Corporation (the town's landlord) was transformed into a new undertaking with charitable status to preserve the environment and manage the estate as the Letchworth Garden City Heritage Foundation. And as 1996 dawned, Letchworth Allotments and Horticultural Association began preparing for its ninetieth anniversary summer show. As a hybrid derived from one of the oldest societies in the Garden City, it has developed a strength and a resistance to the common diseases that may affect other species of organizations. Rooted in this island's tradition of self sufficiency, and nourished by the basic elements of those human needs for food and for beauty, it is an organism which will survive any conditions in the foreseeable future.



9. community land trust

Image Source:
Letchworth Garden City Heritage Foundation (2008) *Design standards for later Letchworth Garden City homes 1930s, 40s and 50s* [Online]. Available at: http://www.lgchf.com/files/Later_GC_Design_Standards_Nov2010.pdf (Accessed: 1 April 2012).

Text:
Diacon, D., Clarke, R., and Guimaraes, S. (2005) *Redefining the commons: locking in value through community land trusts*. Leicestershire, UK: Building and Social Housing Foundation, pp. 1-4.

Community Land Trusts (CLTs) are locally based not-for-profit organisations that own land and property in trust for the benefit of the community. They are increasingly recognised as one possible means of overcoming the widespread problems of social exclusion and unaffordable housing caused by escalating land values. Experience has shown that not only can they guarantee long-term affordability, but they can also act as a successful means of community engagement by giving local people collective control of land and property assets within their neighbourhoods.

What do Community Land Trusts do?

A CLT separates the value of the land from the buildings that stand on it and can be used in a wide range of circumstances to preserve the value of any public and private investment, as well as planning gain and land appreciation for community benefit. Crucially, local residents and businesses are actively involved in planning and delivering affordable local housing, workspace or community facilities.

CLTs use a variety of legal structures and carry out a wide range of activities to meet local needs. Typically there is a strong emphasis on local community empowerment and the democratic stewardship of the assets. Community stewardship of land is not an unfamiliar concept in the UK and the CLT model of ownership was originally seen in the parish land trusts of the 17th and 18th centuries. It was later utilised by the garden city movement. All land owned in Letchworth Garden City, for example, is held in community ownership and in 2004 surpluses of 1.73 million pounds were reinvested in the community and in the city fabric. Many new projects and initiatives are currently taking place throughout the UK and the Land Reform (Scotland) Act 2003 provides a framework for the support and development of a growing number of CLTs in rural Scotland. The approach has been used for many years in the United States where CLTs come in a range of shapes and sizes, serving a single neighbourhood to an entire city or county and receiving federal assistance for legal and other expertise.

Core Principles of a Community Land Trust Approach

1. Provide community control and ownership of local assets including land and property.
2. Manage these assets to enhance the social inclusivity, economic well-being and sustainability of the community.
3. Collectively preserve and increase the wealth and cohesion of the community by increasing access to affordable land, property and housing.
4. Capture subsidy value, thus preventing value leaking out of the area or into private hands, and helping to insulate the community from the disruptive effects of the property market.
5. Draw from a wide spectrum of human and financial resources, which takes in the local community, private enterprise, the public sector, institutional investors and other members of the wider stakeholder community.
6. Have transparent governance structures that involve members of the community and other stakeholders in an open and inclusive way.

LGCC Draft Budget 2011/2012

These notes concern the adjacent spreadsheet. That spreadsheet has a number of columns.

1. The agreed budget for 2010/11
2. Actual to 31/08/10 (the last date to which previous reports were drawn up)
3. Actual for month of September
4. First half year (sum of figures to August plus September)
5. A forecast for the period October 2010 to 31 March 2011)
6. Forecast for the whole of the year (sum of the columns 4 and 5)
7. "Over/Under", a comparison of the forecast expenditure for 2010/11 with the budget, with Over \ Expenditure figures shown with a minus and in red. It is the difference between column 1 and column 6.
8. This shows a forecast overexpenditure of £139,741, almost entirely accounted for by a provision in respect of the Employment tribunal and the payment due to Herts County Council for pension contributions, a matter which did not come to light until after the staff had left.
8. Draft Budget for 2011/12.

The notes are:

1. Assumes that the claim to the Employment tribunal has to be met in full. The reason for this is to test what would happen to our bank balance. It shows that we should still have £68,664 in the bank at 31st March 2012, even if this happened.
2. We are obliged to pay approximately £25,482 for pensions for 5 years following a decision taken on 31st March 2009; the first payment has already been made.
3. I have assumed no by-elections within the remainder of the current financial year, but 2, on separate occasions, during 2011/12. The cost of 4 by-elections in different wards was approximately £20,000, so £5,000 a time seems about right. Of course, in practice, this figure may prove to be too high.
4. Under "Contingencies" (all legal fees) I have included £10,000 in relation to the Tribunal and a further £2,000 re the lease, both in the current year, with a further £6,000 re the Tribunal in 2011/12.

In the light of the budget, my recommendation is that the precept for 2011-2 be zero.

Peter Groves

22.11.2011

Source: Letchworth Town Council (2011) *LGCC Draft Budget 2011/2012* [Online]. Available at: <http://www.lechworth-tc.gov.uk/docs/draft-budget-2011-2012.pdf> (Accessed: 6 April 2012).

LGCC Budget Estimate 2010/11

22.11.10		Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8		
		Budget	Actual	Sept	Actual	Fcst	Fcst	Over/Under		Budget	Notes
		2010/11	to 31/08		to 30/09	to 31/03	TOTAL	2010/11		2011/12	
Operational Expenses											
1101	Employees etc	0	0		0		0	0			
	Redundancy				0	107,000	107,000	-107,000			1
	Add'l Pensions			25,482	25,482		25,482	-25,482	25,482		2
1105	Mileage & Subsistence	0			0		0	0			
1108	Staff Welfare	0	6		6		6	-6			
1109	Employee Training	0			0		0	0			
1110	Rent	2,080			0		0	2,080			
1111	Rates	540	633	72	705		705	-165			
1112	Utilities	0			0		0	0			
1115	Hire of Meeting Rooms	400	90	15	105	295	400	0	400		
1120	Stationery & Postage	300	235		235		235	65	200		
1121	Telephone	50			0		0	50			
1122	Internet & Website	500			0	500	500	0	200		
1124	Subscriptions	0	2,682		2,682		2,682	-2,682			
1125	Insurance	1,000			0	305	305	695	600		
1130	Advertising	500	130		130		130	370	500		
1140	Property Maintenance	80			0		0	80			
1156	Consultancy & Acc Fees	1,000			0		0	1,000			
1157	Audit External	500			0	500	500	0	1,500		
1158	Audit Internal	800	370		370	800	1,170	-370	800		
1160	Office Equipment	0			0		0	0			
1166	Publications	0			0		0	0			
1167	Photocopying	500		18	18	400	418	82	500		
1168	Copier Rental	0			0		0	0			
1170	Annual GC Meeting	750	204		204		204	546	500		
1171	Conferences	0			0		0	0			
	SUB-TOTAL	9,000	4,350	25,587	29,937	109,800	139,737	-130,737	30,682		
Civic & Democratic											
					0		0	0			
					0		0	0			
					0		0	0			
1208	Chairman's Expenses	50			0	50	50	0	50		
1209	Members' Training	100			0		0	100			
1220	Civic Expenses	0			0		0	0			
1260	Election Expenses	12,000			0		0	12,000	10,000		3
1265	Reimburse Travel & Sub	250			0		0	250			
					0		0	0			
	SUB-TOTAL	12,400	0	0	0	50	50	12,350	10,050		
		Budget	Actual	Sept	Actual	Fcst	Fcst	Over/Under	Budget	Notes	
		2010/11	to 31/08		to 30/09	to 31/03	TOTAL	2010/11	2011/12		
Community & Public Services											
					0		0	0			
3159	Grants & Donations	0	1,615		1,615		1,615	-1,615			
3160	Community Projects	0			0		0	0			
3165	Youth Forum	0			0		0	0			
3170	Events - Christmas	0			0		0	0			
3171	Events - Summer	0			0		0	0			
3172	Events - Pre School etc	0			0		0	0			
3174	Events - Pay etc	0			0		0	0			
3175	Grants & Partnership	0			0		0	0			
3177	Communications & IT	0			0		0	0			
3178	Crime Prevention	0			0		0	0			
3179	Green Issues, Allots	0	3,271		3,271		3,271	-3,271			
3180	Grange Improvement For	0			0		0	0			
3181	Jackmans Improvement C	0			0		0	0			
3182	Westbury Action Group	0			0		0	0			
3183	Centenary Year Projects	0			0		0	0			
					0		0	0			
	SUB-TOTAL	0	4,886	0	4,886	0	4,886	-4,886	0		
Policy & Project Development											
					0		0	0			
					0		0	0			
5160	Policy & Project Developm	0			0		0	0			
5162	Contingencies	29,100	29,912	3,379	33,291	12,000	45,291	-16,191	11,000		4
					0		0	0			
	SUB-TOTAL	29,100	29,912	3,379	33,291	12,000	45,291	-16,191	11,000		
					0		0	0			
	TOTAL EXPENDITURE	50,500	39,148	28,966	68,114	121,850	189,964	-139,464	51,732		
Income											
					0		0	0			
					0		0	0			
1190	Interest Received	-500	-223		-223		-223	-277			
	General Reserve	0			0		0	0			
	Election Reserve	0			0		0	0			
	Precept	0			0		0	0			
					0		0	0			
	TOTAL INCOME	-500	-223	0	-223	0	-223	-277	0		
					0		0	0			
	Net Expenditure	50,000	38,925	28,966	67,891	121,850	189,741	-139,741	51,732		
					0		0	0			
	Bank balance	0	272,412	243,446		121,596		121,596	69,864		

Heritage Foundation Financial Statements

Annual Report and Accounts to 30 September 2011

Independent Auditors' Report

To the Governors of Letchworth Garden City Heritage Foundation

We have audited the Heritage Foundation's accounts for the year ended 30 September 2011 which comprise the Consolidated Statement of Financial Activities, Consolidated Summary Income and Expenditure Account, Balance Sheets, Consolidated Cash Flow Statement and related notes 1 to 27. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Respective responsibilities of directors and auditor

As explained more fully in the statement of the Board of Management set out on page 21, the Board is responsible for the preparation of the accounts which give a true and fair view. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Report and Accounts to identify material inconsistencies with the audited accounts. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the accounts:

- give a true and fair view of the state of affairs of the Heritage Foundation and of the Group as at 30 September 2011 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Friendly and Industrial & Provident Societies Act 1968.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Friendly and Industrial & Provident Societies Act 1968 require us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Heritage Foundation has not kept proper accounting records; or
- the accounts are not in agreement with the books of account; or
- we have not received all the information and explanations we require for our audit.

John Dervley

Senior Statutory Auditor

For and on behalf of Ernst & Young LLP, Luton

Consolidated Statement of Financial Activities

for the year ended 30 September 2011

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2011 £'000	Total 2010 £'000
Incoming Resources					
Activities for generating funds:					
Property income		7,249	99	7,348	7,841
Business services and retail sales		520	-	520	594
Farm income		992	-	992	762
Educational farm income		402	-	402	374
Cinema income		980	-	980	843
Investment income and interest	10	117	84	201	237
Activities in furtherance of the charity's objects:					
Other incoming charitable resources		188	-	188	188
Total Incoming Resources		<u>10,448</u>	<u>183</u>	<u>10,631</u>	<u>10,839</u>
Resources Expended					
Costs of generating funds:					
Property and related costs		4,721	41	4,762	3,762
Impairment losses	7	11,983	-	11,983	5,048
Street Scene development	7	-	-	-	10,538
Cost of business services and retail activities		551	-	551	730
Farm costs		1,323	-	1,323	975
Provision of educational farm		577	-	577	609
Cinema expenditure		1,378	-	1,378	1,110
Interest payable	9	85	-	85	153
	3	<u>20,618</u>	<u>41</u>	<u>20,659</u>	<u>22,925</u>
Charitable Activities	3	3,333	40	3,373	3,857
Governance Costs	3	570	-	570	262
Total Resources Expended	3	<u>24,521</u>	<u>81</u>	<u>24,602</u>	<u>27,044</u>
Net (Outgoing) / Incoming Resources Before Other Recognised Gains and Losses		(14,073)	102	(13,971)	(16,205)
Corporation Tax		(1)	-	(1)	-
Other Recognised Gains and Losses					
(Deficit)/surplus on sale and leasing of investment properties		(274)	-	(274)	115
Increase/(decrease) in revaluation of tangible fixed assets	24	8,453	(59)	8,394	5,270
Actuarial gain/(loss) on pension scheme	22	57	-	57	(1,196)
Gain on pension scheme arising from change in assumptions	22	-	-	-	1,097
		<u>8,236</u>	<u>(59)</u>	<u>8,177</u>	<u>5,286</u>
Net Movement in Funds		(5,838)	43	(5,795)	(10,919)
Fund Balances Brought Forward at 1 October 2010	23	121,078	11,555	132,633	143,552
Total Funds Carried Forward at 30 September 2011	23	<u>115,240</u>	<u>11,598</u>	<u>126,838</u>	<u>132,633</u>

Balance Sheets

as at 30 September 2011

	Notes	Group		Heritage Foundation	
		2011 £'000	2010 £'000	2011 £'000	2010 £'000
Fixed Assets					
Tangible assets:					
Investment properties	13	97,181	95,643	91,788	90,190
Operational assets	14	12,404	12,514	10,950	9,692
		<u>109,585</u>	<u>108,157</u>	<u>102,738</u>	<u>99,882</u>
Tangible assets in course of construction	15	7,545	11,601	7,545	11,601
Other investments	16	-	74	815	2,415
		<u>117,130</u>	<u>119,832</u>	<u>111,098</u>	<u>113,898</u>
Current Assets					
Stocks	17	444	709	29	30
Debtors	18	4,058	4,251	3,738	3,913
Loans due within one year	19	24	26	23	101
Loans due after one year	19	390	393	390	418
Money market deposits		9,071	12,624	3,000	6,674
Cash at bank and on deposit		7,092	5,432	5,616	4,123
		<u>21,079</u>	<u>23,435</u>	<u>12,796</u>	<u>15,259</u>
Creditors					
Amounts falling due within one year	20	(5,935)	(5,093)	(5,501)	(4,648)
		<u>15,144</u>	<u>18,342</u>	<u>7,295</u>	<u>10,611</u>
Net Current Assets					
		<u>132,274</u>	<u>138,174</u>	<u>118,393</u>	<u>124,509</u>
Total Assets Less Current Liabilities					
Creditors					
Amount falling due after more than one year	20	(239)	(295)	(239)	(295)
Provisions for liabilities	21	(100)	(138)	(100)	(138)
		<u>131,935</u>	<u>137,741</u>	<u>118,054</u>	<u>124,076</u>
Net Assets Before Pension Scheme Deficit					
Pension scheme deficit	22	(5,097)	(5,108)	(5,097)	(5,108)
		<u>126,838</u>	<u>132,633</u>	<u>112,957</u>	<u>118,968</u>
Net Assets After Pension Scheme Deficit					
Capital Funds					
General fund	23	115,240	121,078	112,957	118,968
Restricted fund	23	11,598	11,555	-	-
	23	<u>126,838</u>	<u>132,633</u>	<u>112,957</u>	<u>118,968</u>

C Chatfield
Chairman

R Williams
Vice Chairman

J M Lewis
Chief Executive

14 February 2012

Consolidated Cash Flow Statement

for the year ended 30 September 2011

	Notes	2011 £'000	2010 £'000
Net Cash (Outflow)/Inflow from Operating Activities	26	<u>(51)</u>	<u>3,672</u>
Returns on Investments and Servicing of Finance			
Interest received		201	237
Net Cash Inflow from Returns on Investments and Servicing of Finance		<u>201</u>	<u>237</u>
Capital Expenditure and Financial Investment			
Additions to investment property		(538)	(1,857)
Sales of investment property		677	1,399
Purchase of operational assets		(398)	(465)
Assets in course of construction		(2,319)	(9,931)
Sales of assets in course of construction		617	1,775
Loans to, less repayments from, staff, businesses and local organisations		5	39
Net Cash Outflow from Capital Expenditure and Financial Investment		<u>(1,956)</u>	<u>(9,040)</u>
Net Cash Outflow before Use of Liquid Resources and Financing		<u>(1,806)</u>	<u>(5,131)</u>
Financing			
Repayment of capital element of finance lease and hire purchase obligations		<u>(5)</u>	<u>(8)</u>
Net Cash Outflow from Financing		<u>(5)</u>	<u>(8)</u>
Decrease in Cash	27	<u>(1,811)</u>	<u>(5,139)</u>

Central Government Position on CLTs



Image Source: http://www.rentaromahome.co.uk/images/London/Westminster%20&%20Whitehall/houses_of_parliament_large.jpgpdf (Accessed on 11 Feb 2009).

According to the White Paper *Communities in Control, Real People, Real Power*, one of the goals of this government is “to pass power into the hands of local communities”. In this White Paper, seven key issues are addressed:

- Being active in your community
- Access to information
- Having an influence
- Challenge
- Redress
- Standing for office
- Ownership and control

Community Land Trusts have a role to play in this last one. The following sections have been extracted from the White Paper:

8.9 A Community Land Trust (CLT) is an independent organisation which owns or controls land for the benefit of the local community. Community Land Trusts can secure the long-term future of vital assets such as open spaces, local shops, affordable housing and meeting halls. The Housing Corporation has offered funding to CLTs and has been working with the University of Salford to assist 14 pilot CLTs across the country.

8.10 The Government is seeking views on a national framework to support CLTs, including principles around democratic participation, the possible corporate, financing and regulatory structures and what more can be done to enable CLTs to develop. A summary of the responses to the consultation will be published in the autumn.

8.11 We will also be working with the Development Trusts Association, Co-operatives UK and others to provide greater support to organisations that would benefit from community share or bond issues.

Source:

GREAT BRITAIN, Secretary of State for Communities and Local Government (2008) *Communities in control, Real People, Real Power* [Online]. Available at: <http://www.communities.gov.uk/documents/communities/pdf/886045.pdf> (Accessed on 11 Feb 2009).

What Makes a 21st Century Garden City?

Philip Ross, Yves Cabannes - May 2012

A Garden City is a fair, just and harmonious community. It is not restricted to new cities or towns or those built following traditional garden city town planning, architectural or design principles. A Garden City is about community not merely about architecture and urban design. It is about building a harmonious community balancing the best of town and country together to community where the measure of success is ultimately the happiness of the people who live in it. Below are listed twelve principles that we believe underline a Garden City. Some are methods and others are objectives. In effect these principles represent doorways into the Garden City, you can enter using one of the many doorways, but contradict or deny any of the principles then they will also prove themselves to be exits. We declare that any town or city or neighbourhood can be considered as a Garden City if it embraces, where possible, the following principles:

1. Residents are Citizens of the Garden City. Residents consider themselves to be citizens of the Garden City. They are aware that the town truly belongs to them. There is a culture of rights, duties and responsibilities that comes through citizenship. The town is run for the common good, reflecting and representing the common will with a belief in equality and fraternity as the city is run for the benefit of the many not the few.

2. The Garden City owns itself: The Garden City is ultimately owned by itself not a series of landlords. This ownership and governance is derived from the people who live in the city and who are its citizens acting for the common good. If the Garden City is its own landlord then it is answerable to and controlled by its citizens ideally as a Community Land Trust through democratic structures that make it inclusive and accountable.

3. Energy efficient and zero carbon. A Garden City has a harmonious relationship with nature and is energy efficient. A Garden City is a zero carbon city and does not pollute. It's planning, design and resources are deployed to achieve this goal. Citizens and the Government in the Garden City have a collective responsibility in their daily lives to design and implement such policies. This could be ensuring the provision clean, safe and efficient public transport, the ability to navigate the Garden City by walking or bicycle on one hand and the ability to reduce waste, recycle and reuse resources by Citizens on the other.

4. Provides access to land for living and working to all: The Garden City promotes urban agriculture, the ability for citizens to grow their own food even in an urban area. There is a right of free and fair access to the land for all residents to grow their own food whether it through common allotments, common land, farms, productive streets and parks or private gardens. Alongside this is the right for affordable housing and also the right of access to resources in urban areas to build or run their individual or collective businesses or workshops. It is a productive city that aims at its own self-sufficient providing opportunities for agricultural work, crafts, commerce and industry. Rents are provided to encourage self-sufficiency and regeneration, provided in partnership with tenants not just for tenants. The goal is for the City to be productive and sustainable in its own right not as a dormitory settlement.

5. Fair Trade principles are practiced: The Garden City is committed to the practices and ethics of fair trade declaring and believing; and in practice implementing the credo that it's prosperity is not built upon the suffering of others, whether inside its own city limits, inside its own country or internationally.

6. Prosperity is shared. The prosperity of the Garden City is shared in practice among all its citizens but not just among the rich, wealthy and establishment. Participatory budgeting through which citizens decide on the priorities for public

and community investment is one of the key mechanisms in practice. To secure the wealth and trigger jobs among the community it can create local or community currency and set up community banks like the Swiss Wir.

7. No special privileges for anyone. All citizens are equal regardless of how long they have lived there or how many generations of their family have. A Garden City will provide support and treat with dignity those with mental and physical disabilities.

8. Fair Representation and direct democracy. A Garden City can be made up of many cities and towns, but each of these will be comprised of different neighbourhoods and communities, each with differing needs and aspirations. The prosperity of the Garden City is employed to help those in greatest need. Each community and neighbourhood should be empowered and encouraged to form its own free and open association, council or forum to represent and engage the views and needs of that local community. The Garden City will share its decision making. It will devolve some to representatives but by also by engaging directing and meaningfully with the citizens so all can have an informed say and collective decision making power on the priorities for the Garden City. One example could be participatory budgeting.

9. Participatory design and public spaces. Space and design of the city is in harmony with the landscape and nature. New developments and housing in the town have Garden City space and design characteristics and aim to promote the health and wellbeing of its citizens, current and future and are developed through participatory methods on fundamental issues not just cosmetic ones. Public spaces are widely available as an important concept as it provides the means for people to meet and share views and to integrate. These public spaces and facilities bring together young and old, rich and poor, those of different races, religions and backgrounds as a community that celebrates and rejoices in its diversity and exercises tolerance and freedom.

10. A City of Rights and the right to the City. In the Garden City there are universal rights for citizens such as the right to clean air, the right to nutritious food, the right to adequate housing, the right to fair wages and work. There are not only individual rights, but collective rights too. Such as the collective right to enjoy the city and its majesty as well as collective civic and political rights. In traditional terms as the City is held in common there is a collective right to these commons. The Right to the City is a superior Right as it is both individual and collective.

11. Knowledge is held in common, shared and enhanced. A Garden City is a mutual city that builds a culture of production, sharing and co-operation not just in terms of its prosperity and governance but also in terms of the knowledge it acquires and generates. It shares and co-operates for the good of the City while still operating competition to create innovation and development.

12. Wealth and harmony measured by happiness. The wealth and harmony of the Garden City is measured in the happiness its citizens. It is the only true measurement of a successful city. Their happiness is not based upon the suffering or expense of others.

These are the characteristics of a Garden City, not all can be present. But the guiding principles of a new Garden City will be to: **Share, Enjoy and Prosper.** *What turns the sharing of the Garden City's prosperity from an act of paternalism or charity to one of empowerment and citizenship?* It is people not just having share in the City's prosperity but a share – an active say – in how it is spent and what and where it is spent on. It means people having a chance to participate and speak for themselves and make informed decisions. **Importantly to share prosperity, enjoy its prosperity and to enjoy sharing.**

The key tenets are: A productive city, accountable and controlled and governed by the community for community benefit, and sustainable design and management and as such will have a low carbon foot print.

Letchworth Attractions



Broadway Hotel

The Broadway Hotel, located at Letchworth, Herts, SG6 3NZ, was built in 1961 and was the first licensed premises in Letchworth Garden City. For more information please visit: <http://www.broadwayhotel.co.uk/restaurant.php>.



Information Centre & Museum

The museum, located in an attractive Edwardian building, explores the wildlife and archaeology of the local area. It is supported by a lively programme of exhibitions, demonstrations and workshops. For more information please visit: http://www.north-herts.gov.uk/index/discover_nhdc/art_museums_and_heritage/letchworth_museum_and_art_gallery.htm.



New Eco-Houses

Tomorrow's Garden City is a revolutionary new development by Rowan Homes, with beautifully-styled properties in an outstanding local environment. Situated on the north-eastern edge of Letchworth, the development features an individual collection of one and two bedroom apartments and three bedroom houses, all benefiting from a unique architectural style and green, open spaces.

The pioneering spirit demonstrated by the originators of the Garden City Movement is immediately recognisable within Tomorrow's Garden City. The very latest construction methods and numerous environmental and sustainable features puts it at the 'cutting edge' of modern community development. For more information please visit: <http://www.rowanhomes.co.uk/news/10/60/Tomorrow-s-Garden-City-is-Today-s-Affordable-New-Home>



Image & Text Sources:

1. Broadway Hotel: <http://www.broadwayhotel.co.uk/restaurant.php>.
2. Information Centre and Museum: http://www.north-herts.gov.uk/index/discover_nhdc/art_museums_and_heritage/letchworth_museum_and_art_gallery.htm.
3. New Eco-Houses: <http://www.rowanhomes.co.uk/news/10/60/Tomorrow-s-Garden-City-is-Today-s-Affordable-New-Home>

Eco-Houses Site Plan



Key

- The Kendall
2 bedroom apartments
- The Nash
2 bedroom apartments
- The Unwin
2 bedroom apartments
- The Parker
3 bedroom townhouse
- The Howard
3 bedroom townhouse (Not in brochure)
- Social Housing

Letchworth Attractions

what is and where is Standalone Farm?



Standalone Farm is a delightful small working show farm set in 170 acres of farmland on the outskirts of Letchworth, the world's first Garden City.

Standalone Farm especially welcomes children who want to learn more about farming and raising animals as a part of their rural studies.

As well as the animals, there are demonstrations and exhibitions, farm walks - in fact, there is something to interest everyone at Standalone Farm. A great day out for the whole family!

Standalone Farm is owned and managed by Letchworth Garden City Heritage Foundation.



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Letchworth Garden City Heritage Foundation is an Industrial and Provident Society with charitable status. Registered No. 28211R

world's first Garden City!

Standalone Farm is an important attraction for Letchworth Garden City and operates through a subsidy provided by Letchworth Garden City Farms Ltd, a wholly owned subsidiary of Letchworth Garden City Heritage Foundation. The Foundation owns and manages the 5,500 acre Garden City Estate continuing the practice of returning any profits back into the town. In 2003 as part of its contribution to the town's Centenary the Heritage Foundation created the 13.6 mile circular path around the Estate called the 'Garden City Greenway'. This fabulous new recreational facility for walking, and in part cycling and horseback riding, may be accessed from Standalone Farm.

Quack! eeyore!

STANDALONE FARM is open daily between 11am and 5pm from March to September, including all Bank Holidays and the Hertfordshire Schools Autumn Half Term. Note: last admission 4pm. The farm is open from 10am to pre-booked schools and groups only



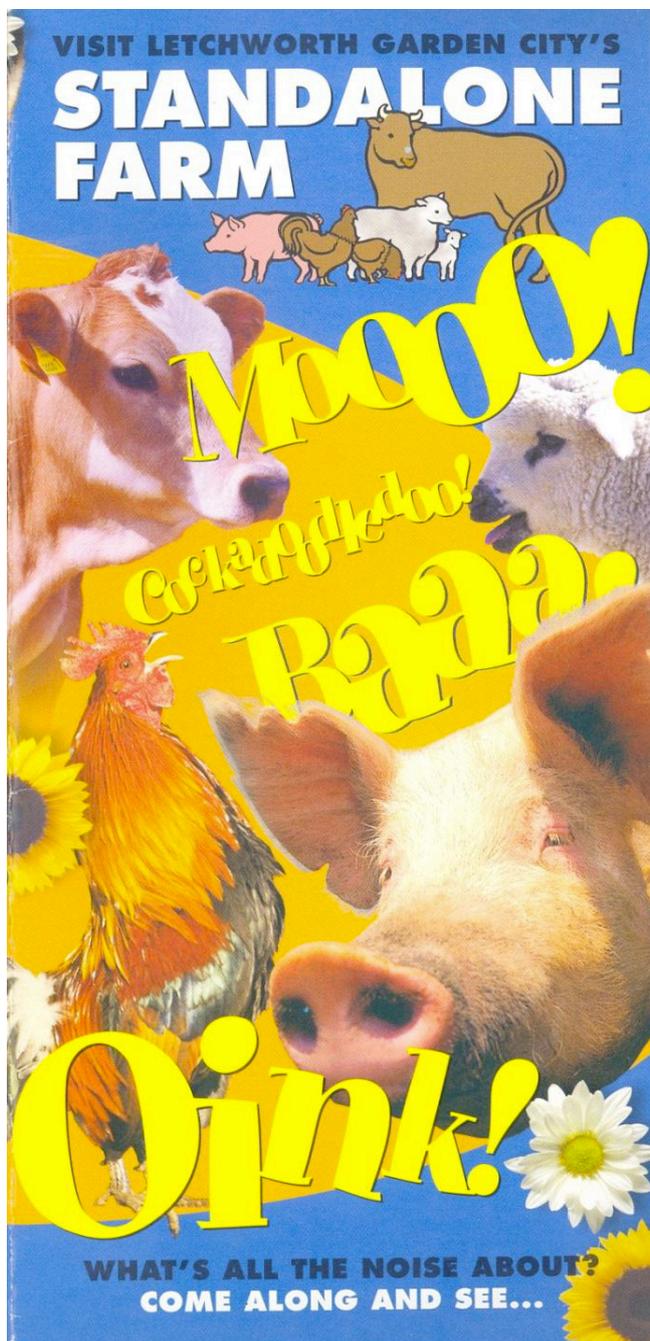
neigh! cluck!

Standalone Farm
 Wilbury Road,
 Letchworth Garden City,
 Hertfordshire, SG6 4JN.
Telephone 01462 686775
www.standalonefarm.com
 Email: standalone@lethworth.com

FAMILY & SINGLE SEASON TICKETS AVAILABLE

www.lgchf.com
www.lethworthgc.com
 For more info on the Garden City Greenway
www.greenway.org.uk

ENJOY A VISIT TO A TRADITIONAL WORKING FARM IN THE HEART OF THE WORLD'S FIRST GARDEN CITY



Standalone Farm

You'll find a warm welcome awaits you here, where you'll discover a great day out for all the family!

In the spring, the sights and sounds of newborn lambs, calves and chicks delight the visitors. Ducks waddle around the farmyard and paddle happily in Pix Brook, which meanders through the farm. Pigs, free-range chickens and rarer breeds of poultry can be seen as you wander around the farmyard.

A pleasant picnic area is located next to an outdoor children's play area and indoor picnic facilities are available during inclement weather. The farm walk takes you through surrounding paddocks, past sheep, cows, different breeds of goats and horses all contentedly grazing.

A wander around the displays in the exhibition barn containing seventy bird specimens, mammals, animal skulls, model dinosaurs, creepy crawlies and a working beehive, will prove interesting to both adults and children. A gentle stroll away, and easily accessible to the disabled, as is much of the farm, are specially constructed hides to view wildfowl in their natural habitat.

For more information please visit:
<http://www.standalonefarm.com>

Text source: http://www.lechworthgc.com/attractions/standalone_farm

