Political mathematics, underpinned by simple demographics, means that there is no realistic prospect of housing the fast growing population within 100 miles of London without an increased contribution from large projects. Effective realisation involves two basic imperatives: shortening the period from outline planning submission to first house completion and accelerating quality delivery thereafter.

The core reason for establishing Urban&Civic as Master Developer was to address both of these imperatives; bringing professionalism and a wealth of commercial experience to the delivery and management of large scale strategic projects.

For us this means:

• Working with our institutional and land owning partners, local authorities, communities and businesses, as well as Homes England and our housebuilder customers, to use all the levers available to accelerate the delivery of homes, spaces, places and communities of real quality.

• Fully supporting the Government’s ambition that land lying idle, which could provide homes and employment, is brought into use as fast as possible. The pinch points in the development process can delay delivery by years. We have developed innovative but now tried and tested ways, with key stakeholders, to maintain momentum and work around challenges.

• Being able to turn complex sites into serviced land parcels for a full range of customers. Urban&Civic aims to actively encourage small and medium-sized housebuilders by reducing the barriers to delivery through our proprietary licence structure, which eliminates upfront payments for our customers whilst giving us a stake in the retail sales price achieved.

• Rigorous project management with key infrastructure, schools, cycleways, footpaths, roads, planting and playgrounds all delivered by Urban&Civic early and to the highest quality. Three decades of large project experience has taught us how to minimise any sense of pioneering amongst incoming residents.

• Focusing on the opportunities for jobs and skills that can be achieved from the delivery of large scale projects. Our locations afford the scope, as well as the time, to drive forward initiatives and make introductions that make a difference.
Urban&Civic has been a listed company for only four years. Our first eight strategic projects are set to deliver approaching 40,000 new homes through our serviced land model, more than 8 million sq.ft. of business space, at least 17 primary schools and five secondary schools across 6,360 acres of land.

Maintaining good relationships with the communities around our projects is fundamental to achieving rapid planning consent and keeping to programme during the delivery process. We invest heavily in communication and consultation and continue to engage and support the people who live and work on or near our sites as development matures.

Large scale projects are an essential component of meeting the housing needs of this country but if they are to be successful they need to be brought forward quickly and with real quality. Our company is defined by exactly that; the quality and the delivery of what we bring forward.

Nigel Hugill, Chief Executive

Urban&Civic plc

June 2018
The DNA of a Master Developer

The Master Developer approach to strategic sites, with its emphasis on pace, scale, quality and sustainability is woven into the DNA of our business.

For Urban&Civic this means:

Planning

- Ensure senior team engagement with stakeholders and communities
- Trust needs to be earned by making and delivering on promises
- Cut through jargon and complexity – explain, illustrate and guide
- With a 20 year consent – build in flexibility from the outset as things will change

Projects

- Target big, often complex sites in key growth locations
- Invest in the land for long-dated returns
- Work with like-minded partners
- Recognise every site demands a bespoke approach

Funding

- Patient, experienced capital is required
- Investment needs to be aligned with a commitment to quality, delivering jobs and skills and building community
- Actively use public funds to accelerate delivery
- Maintain delivery throughout economic cycles
**Delivery**

De-risk issues at the earliest opportunity
Assume responsibility for delivery of infrastructure to maintain momentum
Work at scale to create efficiency and maximise wider benefits
Establish multiple points of sale to enhance absorption

**Quality**

Establish quality benchmark from the start
Use planning, contracts and the example of self-delivery to maintain standards
Ensure all the team really cares about the details
Don’t spend more money – just spend it smarter

**Homes**

Keep control by not selling off large parcels
Package land on a consistent basis across phases and sites
Create a level playing field for all sizes and types of housebuilder to compete
Be prepared to self-deliver the more difficult plots to maintain quality and values
Build to rent
Our strategic projects are large scale, predominantly brownfield areas of land for mixed-use housing led development.

Whilst a number are owned outright, Urban&Civic have extensive historic and active experience of working in partnership with like-minded landowners and investors to deliver significant projects. Our current partners include Aviva Investors, the Nuffield Trusts, the Defence Infrastructure Organisation, the Wellcome Trust and the Church of England.

Each project is at a slightly different state of maturity requiring Master Developer focus from across the skills of our team and allowing us to run a portfolio of projects whilst maintaining active senior management involvement.
Consented and anticipated homes

37,722

Timeline key:

Acquisition/appointed
Further land acquired
Allocation
Community engagement
Outline planning
Infrastructure
Residential delivery
Receipts
Ongoing

East and West Coast main lines
Road connections
100-mile radius from London
Our projects
IN DELIVERY

100% ownership

1,425 acres

814 serviced land plots contracted or on own account

6,500 homes anticipated, including 5,000 homes consented

Outline planning permission:

5,000 new homes

enterprise zone

290,000m² employment floor space

district centre and three local centres

network of footpaths and cycleways

1 new secondary school

www.alconbury-weald.co.uk
3 new primary schools

21 hectares of formal open spaces and sports pitches

608 acres reserve site for railway station

3,800 m² community facilities

1,500 m² health centre

Travel times:

Huntingdon to Cambridge – 17 mins
Huntingdon to London – 50 mins
Peterborough – 30 mins
Cambridge – 30 mins
Stansted Airport – 1 hr
Cycle to town centre – 30 mins
The industry consensus is that Alconbury Weald is the most significant strategic regional project under current development. As a true mix of uses, combining at least 5,000 homes with 3 million sq.ft. of Enterprise Zone employment floor space, Alconbury Weald is achieving high quality volume delivery and is a catalyst for real investment in jobs, skills and community. Backed by funding from Homes England, which recently launched its rebranding at Alconbury Weald, site wide infrastructure is being accelerated and the emerging local plan will allocate an additional 1,500 homes over and above the existing 5,000.
Urban&Civic is creating something special and this is not your typical consortium site by a long way. We are delighted to be involved and believe this scheme can really raise the bar for large-scale new communities. Urban&Civic is prepared to invest in infrastructure and is committed to enforce design codes that certainly fit our product.

**JAMES HOPKINS**
Executive Chairman, Hopkins Homes

"1,020
number of construction workers on site (May 2018)"
RadioStation
Rugby

IN DELIVERY

50% ownership
Alongside: Aviva Investors

1,170 acres
616 serviced land plots contracted

www.houltonrugby.co.uk

Outline planning permission:

5,952 new homes
3 new primary schools
13,850m approximate network of footpaths
new link road
district centre and three local centres

network of cycle paths
1 new secondary school
31 hectares of employment floor space
2,900m² community facilities
8 GP surgery
507 acres

24 hectares of formal open spaces and sports pitches

Travel times:
- Rugby to London – 52 mins
- Rugby to Birmingham – 35 mins
- Northampton – 40 mins
- Milton Keynes – 67 mins
- Coventry – 30 mins

At present the cycle time from Rugby town centre to Houlton is 20 mins, but once the new link road is open the journey will take approx. 10 mins.
Phase one progress

Connectivity has always been at the heart of this former long wave radio transmission centre which is now the main mixed use urban extension for Rugby. Named Houlton, after its original transatlantic receiving station in Maine, this is a key site for the growth of the East Midlands, having strong links in all directions. With the first primary school opening in September 2018, alongside the extremely popular Tuning Fork Café and Community/Visitor Centres, work is already underway on the Homes England supported 2.5 mile link road running through the site into Rugby town centre.
Houlton is a great place to show placemaking at its best. Urban&Civio are collaborative to work with, they engage us fully and keep us in the loop. Together with Rugby Borough Council, it’s been a really good partnership delivering a great scheme.

LINDSEY RICHARDS
Head of Planning, Homes England
Alongside:
The Church Commissioners for England, Southwell and Nottingham Diocesan Board of Finances and BPB United Kingdom Limited (British Gypsum)

Outline planning permission:
- 3,150 new homes
- 1 new primary school
- 17 acres of sports facilities
- new link road

www.middlebecknewark.com
update icons and stats

- 77 acres of employment floor space
- 2,900 m² community facilities
- 178 acres

Travel times:
- Newark to Kings Cross - 80 mins
- Newark to Lincoln - 30 mins
- Newark to Nottingham - 30 mins
- Nottingham - 35 mins
- Lincoln - 30 mins
- Cycle to town centre - 15 mins
Phase one progress

Named after the stream that weaves gently through the project, Middlebeck is the main urban extension to the south of Newark. Once complete, it will provide 3,150 new homes in Newark and will boast 35 hectares of informal open space, including ponds, natural habitat and a tranquil waterside promenade. With abundant natural landscaping, criss-crossed with paths, scenic walkways, the Sustrans cycling route and the Homes England supported link road, connecting the A1 to the A46, Middlebeck has strong connections in all directions.

1 Parcel 1 – Avant Homes
   • 173 units
   • 16.1 acres
   • On site: Q3 2017
   • First completions: Q2 2018

2 Parcel 2 – Bellway Homes
   • 64 units
   • 4.2 acres
   • On site: Q1 2018
   • First completions: Q3 2018

3 Parcel 3 – Out to market, subject to offers
   • 200 units
   • 13.2 acres
   • On site: Q4 2018
   • First completions: Q3 2019
The Urban&Civic portfolio of large sites is impressive and we are keen to see their approach to placemaking and quality realised in Newark. We also benefit from their expertise in delivering strategically important infrastructure.

**MATT LAMB**
Newark and Sherwood District Council
Business Manager – Growth and Regeneration

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1.2km
phase one link road constructed and operational
Priors Hall
Northamptonshire

IN DELIVERY

100% ownership

4,320 units unbuilt at point of acquisition

1 new secondary school

965 acres

664 serviced land plots contracted

12.6 acres employment floor space

5,095 new homes

www.priorshallpark.com

Outline planning permission:

network of footpaths and cycleways
3 new primary schools

25.5 acres of formal open spaces and sports pitches

Travel times:
- Corby to St Pancras – 70 mins
- Corby to Kettering – 11 mins
- Corby to Wellingborough – 22 mins
- Leicester – 49 mins
- Peterborough – 37 mins
- Priors Hall to the town centre – 15 mins

district centre and two local centres
Acquired by Urban&Civic in October 2017, Priors Hall in Corby already had more than 1,000 residents with homes delivered by national and regional housebuilders. Priors Hall Primary School for 420 children had its first intake in September 2016, and is adjacent to the Foster Associates designed Corby Business Academy. The purchase of Priors Hall was part funded by Homes England, which has made additional funding available to accelerate on site infrastructure. Phase one is nearly complete and master planning is ongoing for zones 2 and 3, which will deliver over 3,500 homes.
We find Urban&Civic are a breath of fresh air. All staff, including Directors, make themselves accessible for residents. They consult, listen, support and include the Priors Hall community in deciding what needs to change. Responsible staff and contractors are employed to help turn Priors Hall around and bring amenities and the environment up to the required standards.

MICHAEL AND ANGELA PAGE
Priors Hall residents
Resolution to grant hybrid application for:

- 2,800 new homes
- 2 new primary schools
- District centre with ancillary uses
- 148 acres of open space

Alongside:
Nuffield Dominions Trust and
Nuffield Oxford Hospitals Trust

www.wintringham.org
63,500 m² of employment floor space
9 km of cycleway linking to rail and bus
19 acres of sports pitches

Travel times:
- St Neots to London – 1 hr 15 mins
- Bedford – 55 mins
- Cambridge – 38 mins
- To the centre of St Neots – 13 mins
IN PLANNING

Development manager for Defence Infrastructure Organisation with right to draw down land

716 acres

Hybrid application submitted for:

6,500 new homes

200 acres

health centre

town and local centres

network of footpaths and cycleways

www.waterbeachbarracks.co.uk
3 new primary schools
1 new secondary school

Community facilities

60 acres of formal open spaces and sports pitches

Travel times:
- Waterbeach to Cambridge: 9 mins
- Waterbeach to London: 1 hr 6 mins
- Cambridge town centre: 22 mins
- Ely: 22 mins
- Cambridge Science Park: 11 mins
- North Cambridge station: 22 mins
IN PLANNING

50% JV with Wellcome Trust

Preferred bidder to form joint venture with: Basingstoke and Deane District Council and Hampshire County Council

Outline planning application submitted for:

- 3,500 new homes
- 147 acres of neighbourhood parks and play spaces
- 2 local centres
- CGI image of Manydown sports hall/pavilion and pitches

www.manydownbasingstoke.co.uk
Travel times:

- Basingstoke to London Waterloo: 45 mins
- Basingstoke to Reading: 17 mins
- Basingstoke to Oxford: 45 mins
- To town centre: 8 mins
- Guildford: 45 mins
- Heathrow: 48 mins

250-acre country park
1 health centre
2 primary schools
provision for one secondary school
Earliest Stage Promotion

Conditional agreement to purchase with Claydon Estate LLP

- **c.5,000** homes
- **785** acres (with agreement to represent c.2,000 acres) in the area overall

Key location fundamentals:

The site adjoins the new High Speed 2 (HS2) depot where HS2 will meet the proposed East-West rail line.
Located within the Cambridge-Milton Keynes-Oxford corridor, the site is a priority area identified by the National Infrastructure Commission (NIC) for new housing delivery.

The land at Calvert, together with additional neighbouring landholdings, has the potential for a significant new settlement in an area of nationally strategic importance.
We are delighted to be working in partnership with Urban&Civic to bring forward Civic Living’s first homes at Alconbury Weald. Our focus is on delivering a successful project and providing quality housing that will serve the local community.

MARTIN RANDALL
R G Carter
Civic Living is our own brand housebuilding business which will:

- only bring forward parcels of land on our strategic sites;
- once established, aim to build and sell over 200 homes a year across our portfolio;
- avoid competing with our housebuilder customers by delivering a differentiated product on more complicated plots; and
- build to rent.

**We will always offer our best land parcels to our customers.**

That is a core component of our Master Developer model.

Civic Living represents an additional lever to help meet local and national housing targets by enlarging the scale of new house delivery.

We are on site with 138 Civic Living homes at Alconbury Weald and will be applying for planning approval on other projects during 2018.
Our Master Developer approach
THE TUNING FORK CAFÉ AND VISITOR’S CENTRE AT RADIOSTATION RUGBY
Placemaking
You don’t get a second chance to make a first impression. The Urban&Civic Master Developer model stands or falls on our ability to identify and deliver liveable and sustainable outcomes from the very start.

Our job is to weld together infrastructure, public realm, schools and homes to create real places. Our bespoke licence approach fosters alignment with local stakeholders as well as our housebuilder customers. Our abiding mantra is trees, not fees. Decoupling the role of housebuilder from that of Master Developer is at the heart of the Urban&Civic approach to delivery. We work best at large scale. We care about the quality and value of the 5,000th plot just as much as the first.

We are proud of what we have achieved to date but our collective determination is that we have only just started. Pick a project and see for yourself.

“With the school in place, The Tuning Fork, The Barn and the Visitor Centre, Houlton already has a community feel and is just the right place for young families such as ours.

TINA GILL
Houlton resident
Working with the community
As a Master Developer, we believe our approach to delivering strategic projects is different.

By listening to and working with the people on the ground who will be affected by our developments, we build confidence, bring disused land into development faster and make sure that the impact of change is a positive one.

Successful community building is grounded on local relationships. We invest in these relationships before and during development and we are proud of the outcomes we are able to achieve together.

“The Brownies at Alconbury Weald have had a fantastic year and it has been great to see how well the unit has settled in at Ermine Street Church Academy and welcomed new members as the local community continues to grow. We always have lots of fun and there are many exciting activities and events planned for 2018.”

DALLAS PUPINS
Tawny Owl
Jobs and skills
Large scale projects can not only make an important contribution to local and regional prosperity from construction onwards but, properly managed, they can also act as a catalyst for wider, more dynamic initiatives which leverage project investment across a region.

The Master Developer approach, with its project lifetime alignment, long dated capital and focus on community benefits, seeks to maximise opportunities for jobs and skills across all aspects of delivery, operation and management.

Requirements on contractors to use local labour and service providers only go so far. The Master Developer seeks to provide easy channels and opportunities to marry employers with talent.

By way of examples:

• **EDGE** at Alconbury Weald, which was co-founded by Urban&Civic, works with local training providers, careers advice services, local authorities and the Jobcentre to make connections both on site and off to help local people into work experience, training and employment.

• **iMET**, which opens at Alconbury Weald in September 2018 and for which Urban&Civic donated the land, will deliver a range of apprenticeships, commercial courses and business services, to meet the evolving needs of the local economy.

We’re already committing to being an active member of the jobs and skills community here, recruiting our workforce through EDGE, starting discussions with iMET about future training requirements and getting involved with local schools to bring on the next generation.

**Andy Williamson**
IKO UK Group Managing Director
Come and visit us on site...

Alconbury Weald
The Club, The Boulevard, Enterprise Campus, Alconbury Weald, Huntingdon PE28 4WX
T: +44 (0)1480 413141

RadioStation Rugby
The Visitor Centre, Dollman Farm Dollman Road,
Houlton CV23 1AL
T: 01788 520 440

Newark
Millstone Cottage, Bowbridge Lane,
New Balderton,
Newark NG2X 3BY

Priors Hall
Priors Hall Park,
Corby Enterprise Centre,
London Road,
Corby NN17 5EB

Waterbeach Barracks
The Control Tower,
Waterbeach Barracks,
Waterbeach,
Cambridgeshire CB25 9LF

Wintringham St Neots

Manydown

Calvert

These projects do not yet have offices on site so come and see us at:
Urban&Civic plc
50 New Bond Street
London W1S 1BJ
T: 0207 509 5555
The Master Developer approach, with its emphasis on pace, scale, quality and sustainability is woven into the DNA of our business.
Urban&Civic plc’s commitment to environmental issues is reflected in this brochure which has been printed on Acroprint, an FSC® certified material. This document was printed by Pureprint Group using their environmental print technology. The printer is a CarbonNeutral® company. Both the printer and the paper mill are registered to ISO 14001.