

DELIVERY STRATEGY

Introduction

This section provides an overview of the approach to the delivery strategy, which has been underpinned by a long-term view on investment in place making, to help make Tresham Garden Village a truly exemplary development.

The delivery strategy has been based on an understanding of the scale of development, its layout and phasing. This in turn has informed what and when infrastructure is required and how it will be funded to support the timely delivery of exemplary development.

A collaborative approach has been adopted, which has enabled the project team and the local authorities to draw on the very best expertise and innovation; and adopt an iterative approach in informing the preparation of the delivery strategy.

- The proposed development and phasing
- The delivery schedule
- The Infrastructure Delivery Plan
- Development viability
- Delivery vehicles
- Long-term stewardship of the village
- Infrastructure delivery and management of assets
- Design Code

DELIVERY STRATEGY

THE PROPOSED DEVELOPMENT AND PHASING

1. The overall development comprises 1,500 homes, employment premises, local retail outlets, primary and secondary education facilities, a hotel, a wide range of community and recreational facilities, a construction training and skills centre and extensive green and blue infrastructure. **Figure 1** shows the location of the proposed development, indicating the phases when the constituent elements are likely to be delivered.

THE DELIVERY SCHEDULE

2. Figure 2 sets out the indicative delivery schedule for the proposed development. This shows a lead-in period of two years for pre-development works to reach the stage of commencing work on delivering housing plots.
3. Based on an assumed average annual delivery of approximately 100 homes, the residential development will be built out steadily over a 15 year period, delivering approximately 300 homes per 3-year phase. The delivery of the various commercial uses such as the employment opportunities, hotel, local retail facilities and garden shop will be aligned with the delivery of the homes.

THE INFRASTRUCTURE DELIVERY PLAN

4. The assessment of infrastructure requirements to support the planned growth has been carefully aligned to the phasing plan. This will help to ensure the timely delivery of infrastructure to meet the needs of the development.
5. The technical assessments that have been undertaken indicate that this is a relatively straightforward site to develop in terms of its topography, ground conditions, potential constraints and associated mitigations. No major challenges have been identified which would impact on the phasing or cost of infrastructure. Indeed, the single ownership of the site also reduces any potential complications to delivery.

6. The total infrastructure cost to support the delivery of Tresham Garden Village is estimated at approximately £65m. The main components of this cost relate to transport and education infrastructure. Further work is taking place on renewable energy and water solutions, but these are expected to be independently financed as commercial enterprises. Consultations are ongoing with various infrastructure providers to inform delivery.
7. The main transport infrastructure requirements relate to the early delivery of the link road (Tresham Hill) to connect the site to the A43, various off-site highway works and the primary and secondary routes within the development. In addition, there is a major focus on promoting sustainable modes of travel, supported by the provision of electric buses to operate between the site and key economic and cultural attractors; and by the provision of various cycleways and green pedestrian routes.
8. Considerable store is placed on the importance and value of green infrastructure and community facilities in contributing to the place making and vibrant community aspirations for Tresham Garden Village. To support these aspirations, much of the investment in strategic green infrastructure such as the parklands, orchards and meadows is introduced in the early phases of the plan.
9. An important early provision, included as part of the phase 1 housing delivery, will be the community café; this is intended to act as a vibrant hub for the emerging village, to help generate a sense of community, to function as a source of information and to provide an opportunity for residents to actively engage in the detail of subsequent phases of the village. This will serve as an early 'community hub' before there is sufficient catchment to support a village hall, which will be provided during phase 4-5 of the housing delivery and will offer meeting facilities for a wide range of community groups.

10. The education infrastructure included in the plan allows for the provision of a two-form entry primary school with the development, which will accommodate all primary-age pupils living within the village. This facility will be opened in phase 2. Primary pupil place requirements from the early phase of the scheme are expected to be accommodated at Glaphorn Primary School, which currently has sufficient capacity to accommodate the estimated number of pupils from phase one of Tresham Garden Village.
11. A two-form entry secondary school is also proposed within the village, co-located with the primary school. In the event that this secondary school is not a freestanding facility, it will be a satellite of an established local secondary school. The masterplan includes sufficient land to enable the future expansion of this school to a four-form entry facility should this be required, potentially enabling boarding places to be provided. Delivery of the secondary school will be included as part of phases 3-4, there is a degree of flexibility as to when it is delivered depending upon village pupil numbers and when the provision is actually likely to be required.
12. Discussions are progressing with local primary healthcare providers towards the delivery of a satellite GP surgery facility in the village linked to 'hub' facilities in Corby. This will be delivered as part of the phase 1-2 and based close to the retirement hub.
13. An important element of the infrastructure delivery will be the provision of electric buses. These will be introduced in line with the housing delivery, starting in phase 1. The bus depot will be provided during the earlier phases of delivery.
14. The plan includes a wide range of recreational amenities including a sports pavillion, cricket pitch, playing pitches, tennis courts, lawn bowls, various play areas, parkland, allotments, fruit orchards and recreational ponds - these are phased to be delivered in parallel with the proposed housing.
15. Various other community facilities are included in the plan including provision for a Tresham Village Trust office as part of the village hall, converting an existing aircraft hangar into a construction skills and training centre, constructing the Belvedere Lookout Tower in the centre of the site to enable its full appreciation, providing a natural amphitheatre for outdoor performances and accommodating space for outdoor events and a produce market.
16. The timely delivery of development platforms, balancing ponds, drainage channels, earthworks and utilities infrastructure has been provided for to reflect the planned growth, providing required upfront infrastructure and then aligning with the development phases.

Key Phasing Objectives:

- New woodland planting scheme already active.
- Enabling Infrastructure link road in Phase 0.
- Separate haul road for construction traffic.
- Western access to A427 operational in Phase 1 only.
- From phase 2 onwards, Western access on to A427 is for shared electric bus only.
- Eastern access to A427 is operational from Phase 2 onwards.
- Early delivery of Y-shaped green infrastructure allows natural maturity time and Deene Park Estate local delivery and land management.
- Creating a 'real place' as early as possible.
- Providing key community infrastructure requisite with housing growth.
- Creating distinctive character areas in each phase.

PHASE 0



PHASE 1



PHASE 2



PHASE 3



PHASE 4



PHASE 5

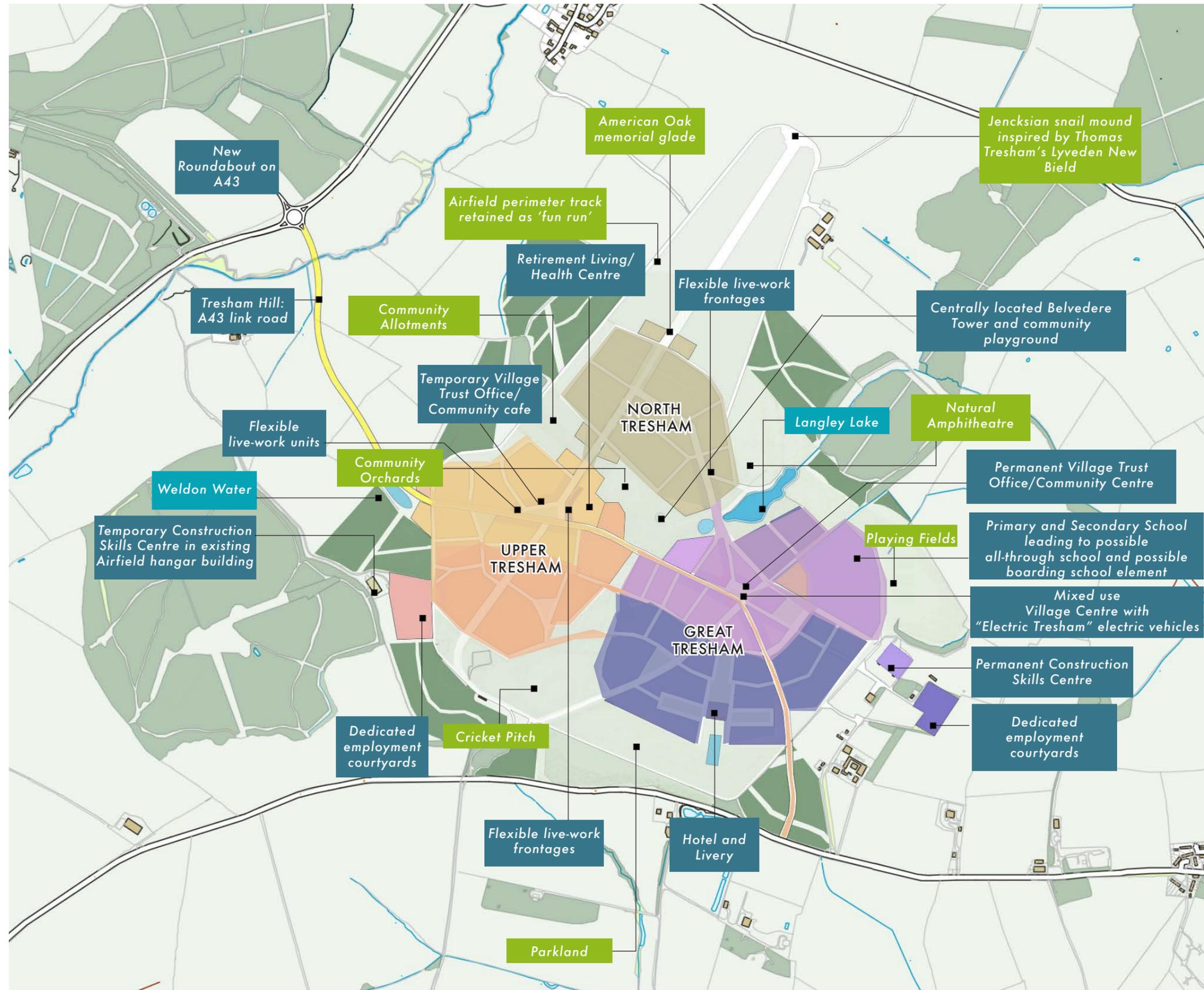
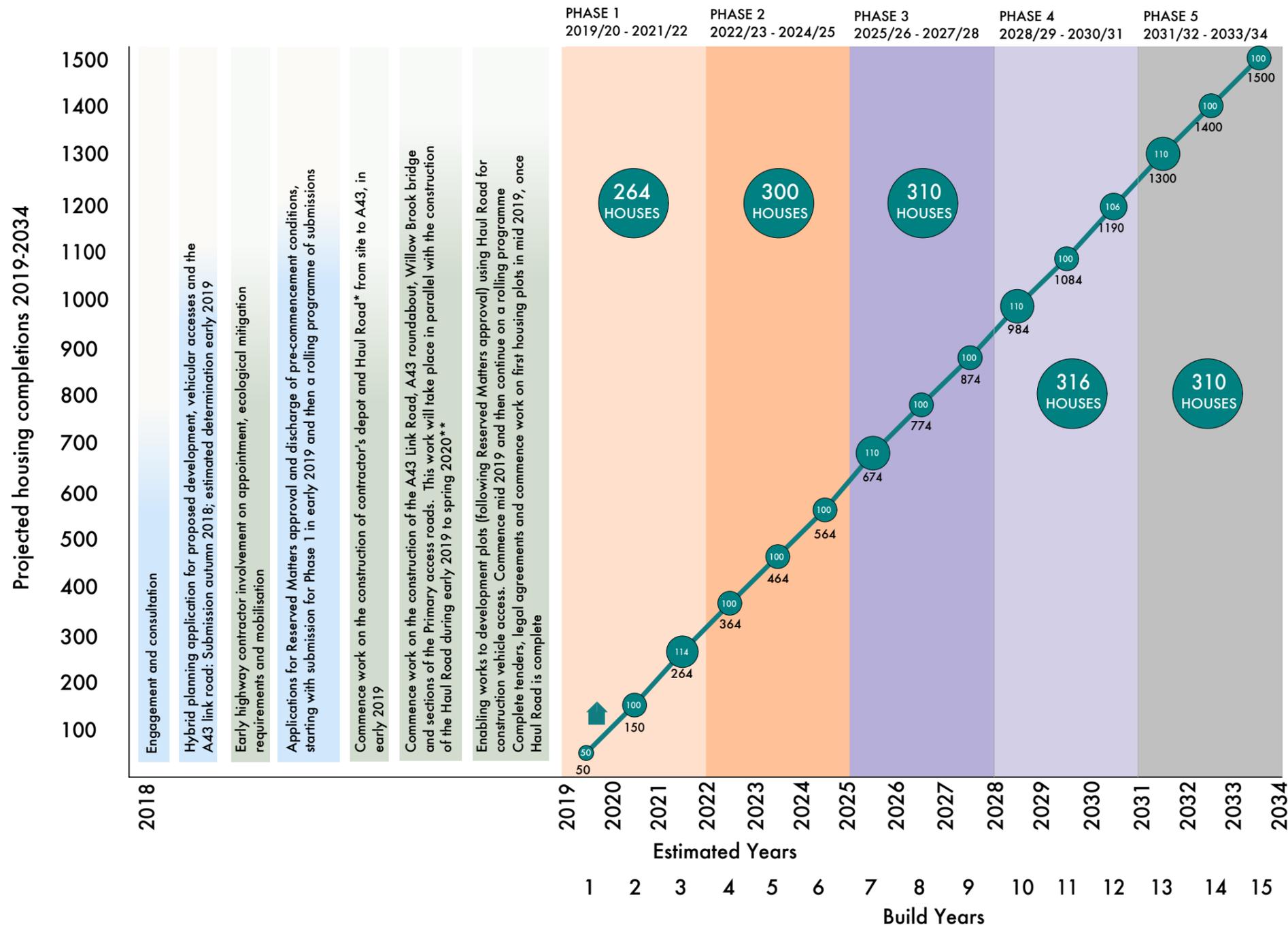


Figure 1 : Tresham Garden Village phasing plan



*Note the development of the Haul Road will enable access to the construction traffic, once complete, it will be finished to form a cycleway and footway.

** Note the timeframe for the delivery of the Link Road can be reduced to one year, however, a longer timeframe is likely to secure a more competitive price. The longer construction timeframe for the Link Road will not affect the commencement of work on site, as construction traffic for the plot development will use the completed Haul Road and the Link Road will be completed in time for occupation of the first homes.

Figure 2 : Tresham Garden Village delivery schedule

DEVELOPMENT VIABILITY

17. All partners have placed great importance on the need for Tresham Garden Village to be characterised by a high quality design, respecting the rural setting and heritage of the Deene Park Estate and to creating an exemplar new garden village. The aspiration is to develop a 'market offer' that is strikingly distinct from what is currently available in the area.
18. Homes England has worked with the Local Planning Authority and partners to undertake the viability assessment for the proposed development. **Figure 3** illustrates the factors influencing the assessment. This shows the importance of early investment in quality and infrastructure; the willingness to take a longer-term perspective on risk and investment return; and the need for support in the early years with cashflow.
19. This aspiration to invest in quality place making has influenced the viability assessment. This includes the requirement for significant upfront spend on infrastructure such as transport, schools and public spaces. The findings of the viability assessment shows a positive end residual land value. However, during the early phases of delivery, viability is negative, due to the high upfront infrastructure costs.
20. Financial support in the early years, particularly to fund some of the significant capital investment in highway and education infrastructure, would help to ease the impact on cashflow and would ensure the early delivery of this scheme. Partners are working to explore ways of securing support from Homes England and other sources of public funding to help forward fund some of this investment in infrastructure.

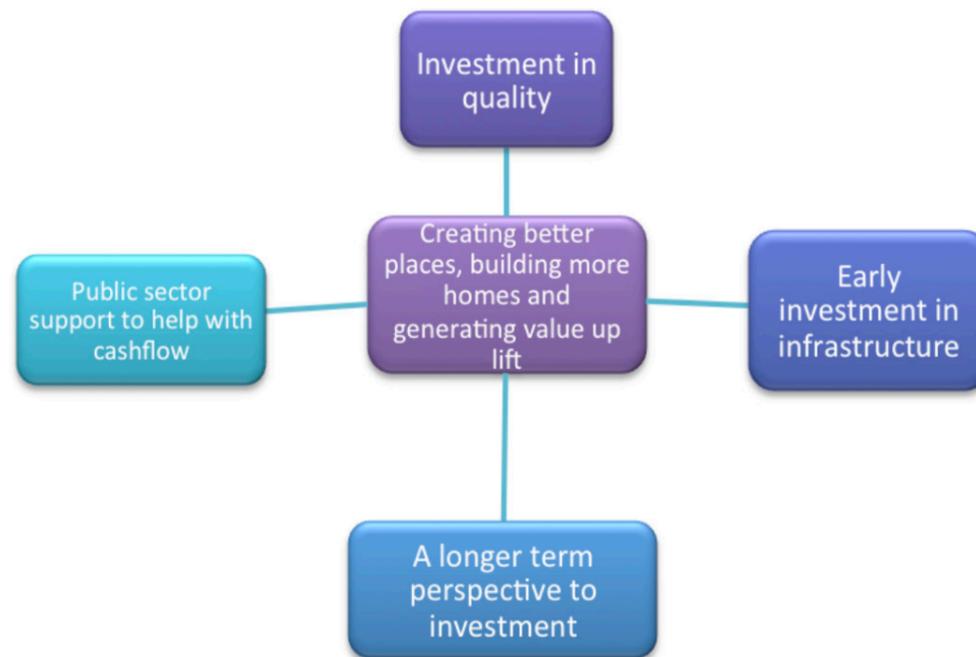


Figure 3 : Factors influencing the viability assessment for Tresham Garden Village

DELIVERY VEHICLES

21. Delivery vehicles are a means of ensuring the coordinated and effective delivery of the new development and isolating risk. **Figure 4** illustrates the emerging thinking on the proposed delivery vehicles that are currently being considered between the Estate and the promoters to support the delivery of the development; further details will be worked up as the project progresses.

Special Purpose Vehicle No. 1: Ownership vehicle

22. A Joint Venture (JV) ownership vehicle will be formed covering the application site once planning permission is granted and will act as the overall 'Ownership JV'.

Special Purpose Vehicle No. 2: Master Developer

23. Parcels of consented development land will then be transferred to a second JV, which will secure funding and facilitate the delivery of identified development parcels.

24. The Master Developer will be responsible for securing approval for the detailed design of infrastructure within the village; and will work with a range of small and medium sized developers; self and custom build individuals and other innovative delivery bodies to deliver the individual land parcels. Overall quality and consistency in delivery will be maintained through the use of land covenants and design codes.

25. The Master Developer will work in partnership with the local authorities and Homes England to secure forward funding to support the timely delivery of the infrastructure.

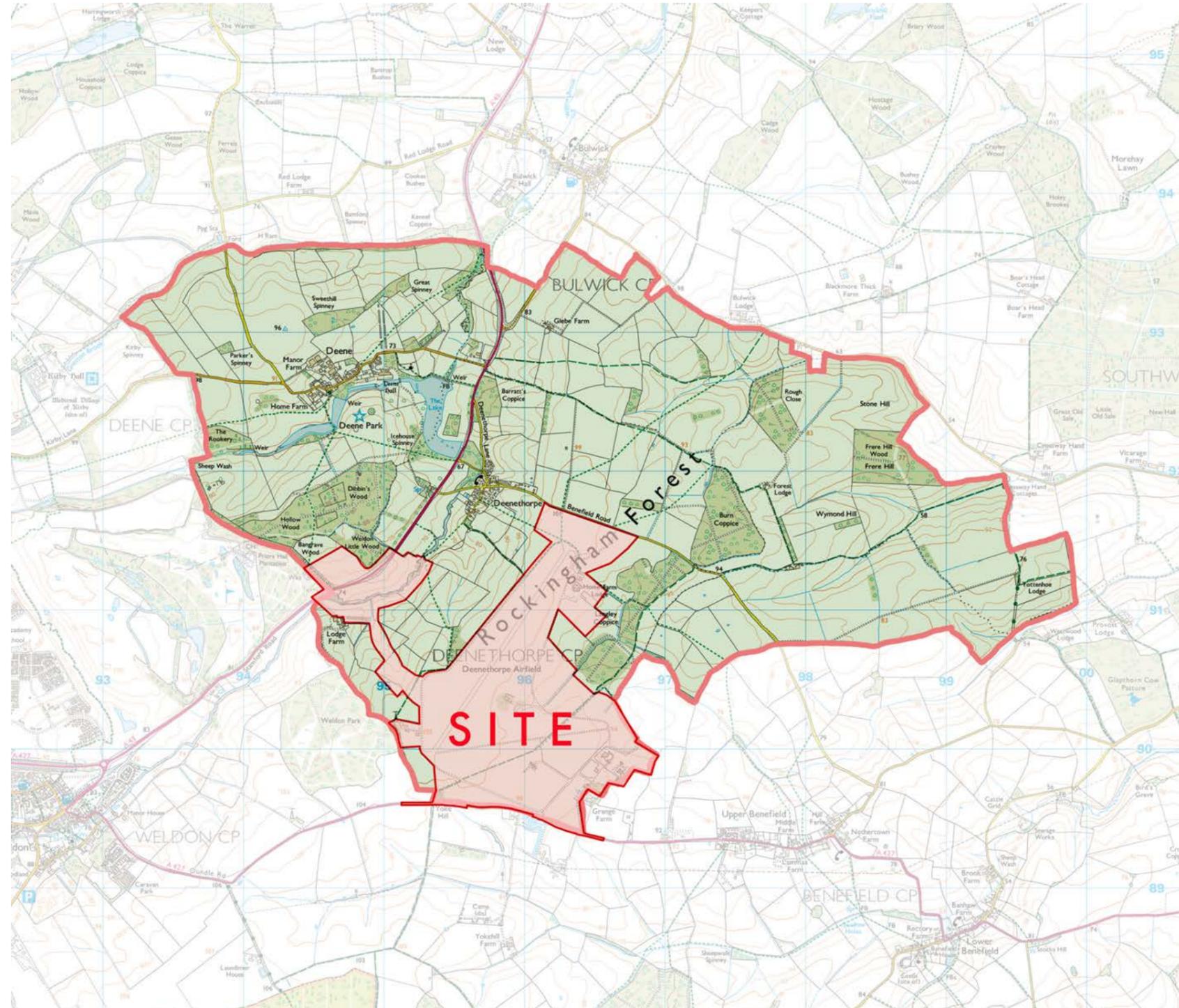


Figure 4 : Delivery vehicle - outline structure of land ownership and funding

LONG-TERM STEWARDSHIP OF THE VILLAGE

26. A Tresham Village Trust will be established to own community buildings and provide long-term stewardship of Tresham Garden Village as it develops, ensuring the interests of the community are served. The Trust will fulfil the duties of a management body whilst also playing a pivotal leadership role in the future vitality, cohesion and vibrancy of the new garden village.
27. Figure 5 provides an overview of the proposed Tresham Village Trust (TVT) structure. The Trust will comprise trustees representing the new Village Forum, the Deene Park Estate, the TGV Property Company, local authorities and other stakeholders. These trustees will be reviewed on a regular basis to ensure appropriate representation. It will be responsible for a variety of social, environmental, economic and highway infrastructure stewardship functions and will be responsible for community engagement, service charging and design code implementation.
28. The proposed Village Forum will represent the residents and businesses from the village. A representative from the Village Forum will have a place on the Tresham Village Trust Board. It is likely that the Village Forum could in time become the Tresham Parish Council.
29. There is an allowance included in the Infrastructure Plan for the Trust set up costs and to provide an endowment fund for the Trust. The operational costs of the Trust will be primarily funded through an annual service charge from residents and businesses in the village. This will be complemented with revenue generated from the hire of various community venues, rental income from the various economic facilities, arable grazing and allotment charging and bus ticketing income will also contribute towards the overall management costs. The Trust may also be eligible to bid for targeted grant funding and benefit from any legacy funding / donations.

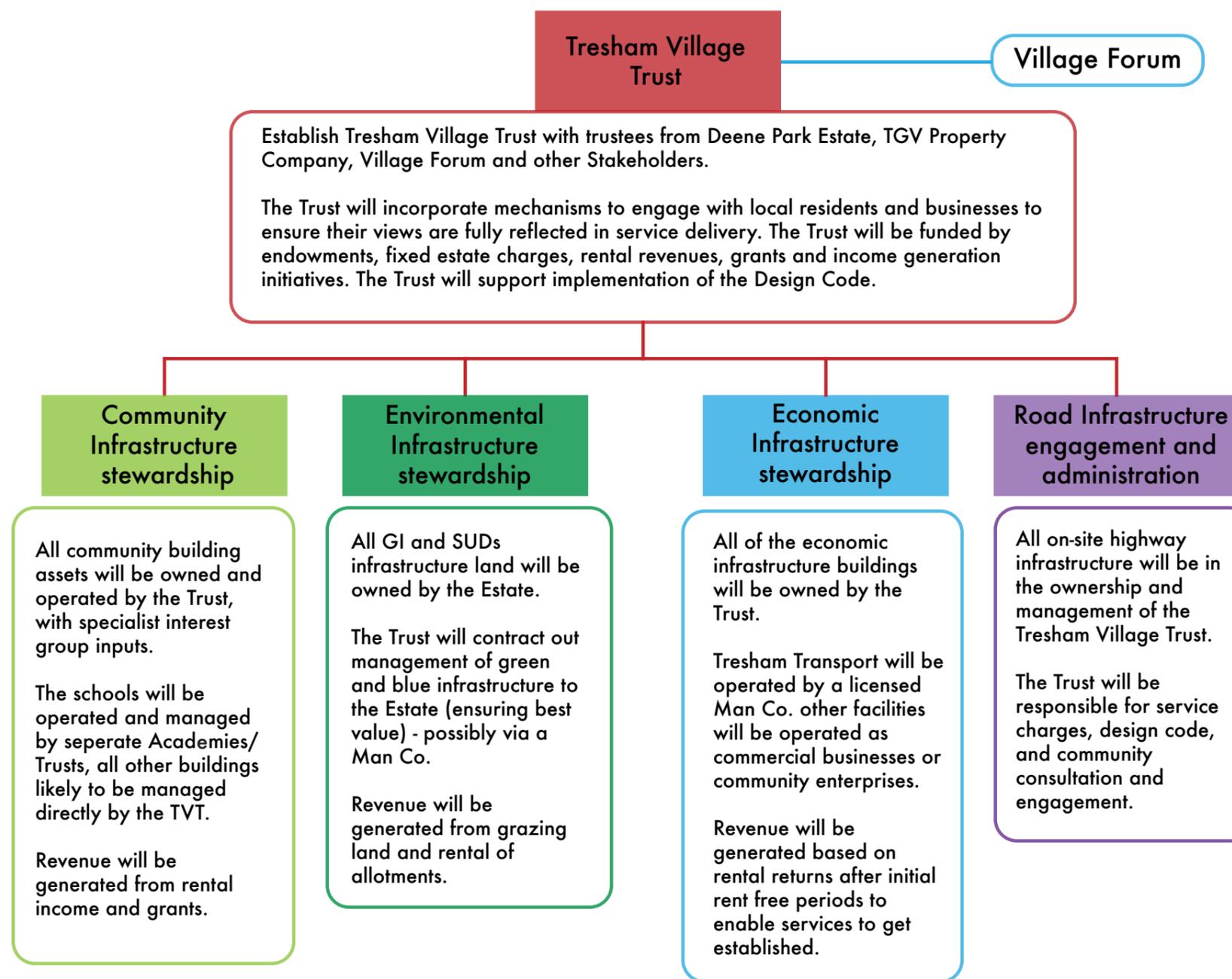


Figure 5 : Overview of Tresham Village Trust Structure

INFRASTRUCTURE DELIVERY AND MANAGEMENT OF ASSETS

30. Figure 6 shows how the assets proposed within Tresham Garden Village will be managed by the Tresham Village Trust, setting out the range of infrastructure and functions that fall within each of the identified categories.
31. The initial capital investment in infrastructure is to be funded via three main mechanisms – developer enabling funds, Section 106 Agreements and Section 38 /278 Agreements. The list below provides an outline of the likely funding mechanisms to support the delivery and long term stewardship mechanisms to manage the infrastructure:
 - a. The new Link Road (Tresham Hill) and its associated cycleways, pedestrian routes and off site highway works will be designed to adoptable standards and will be managed by the Local Highway Authority; their delivery will be via S38 and S278 Agreements (where works are required to existing junctions).
 - b. All on-site highway infrastructure will be provided as part of the developer enabling costs. Their unique high quality design is influenced by the objective of creating pedestrian friendly, shared surfaces. The aim is to design these to adoptable standards and so could have the option of being adopted by the Local Highway Authority; however, for the time being as further detailed work is undertaken, the Delivery Strategy has shown these will be owned and managed by the Tresham Village Trust.
 - c. The primary and secondary schools will be delivered as ‘Free Schools’ funded as part of developer enabling costs. The master developer will build the schools; and the Tresham Village Trust will then take on the ownership of the school assets.
 - d. The health facility will be provided as part of developer enabling costs based on design inputs from a local GP delivery partner. The Tresham Village Trust will maintain ownership of the asset.
 - e. The master developer will work with the Village Trust and the Village Forum to help shape the design of the village hall, the Belvedere, and the sports pavilion. The assets will be owned and managed by the Tresham Village Trust, who can apply for grant funding to support their delivery and will also be funded in part by the developer enabling funds.
 - f. The fire and rescue on site hydrants will be funded via a Section 106 Agreement and will be owned and managed by the Fire and Rescue service.
 - g. All green and blue infrastructure, including the sports pitches, other recreation spaces, allotments, parkland, orchards, play areas, ponds and other Suds features will be provided as part of the developer enabling works. The green and blue infrastructure land within the Tresham Garden Village perimeter will be managed by a Management Company (Man Co) established by the Tresham Village Trust. The land will remain in the ownership of the Deene Park Estate and provided to the Trust on a long lease basis.
 - h. A number of facilities including the transport hub, community café, recycling centre and skills centre will be provided by the developer using developer enabling funds, and transferred to the Tresham Village Trust as assets to own and rent out to commercial/ social enterprise type operators.
 - i. All utilities and drainage infrastructure is expected to be provided as part of developer enabling works and will be owned and managed by the utility providers.
 - j. The Trust staff will also facilitate community engagement and help to develop the ‘village brand’.
32. The precise funding mechanism adopted will be refined at planning application stage. The general assumption is that those items that form part of developer enabling costs will be managed by the Tresham Village Trust, while items of infrastructure included as part of S106/S38/S278 will be managed by the relevant statutory body.

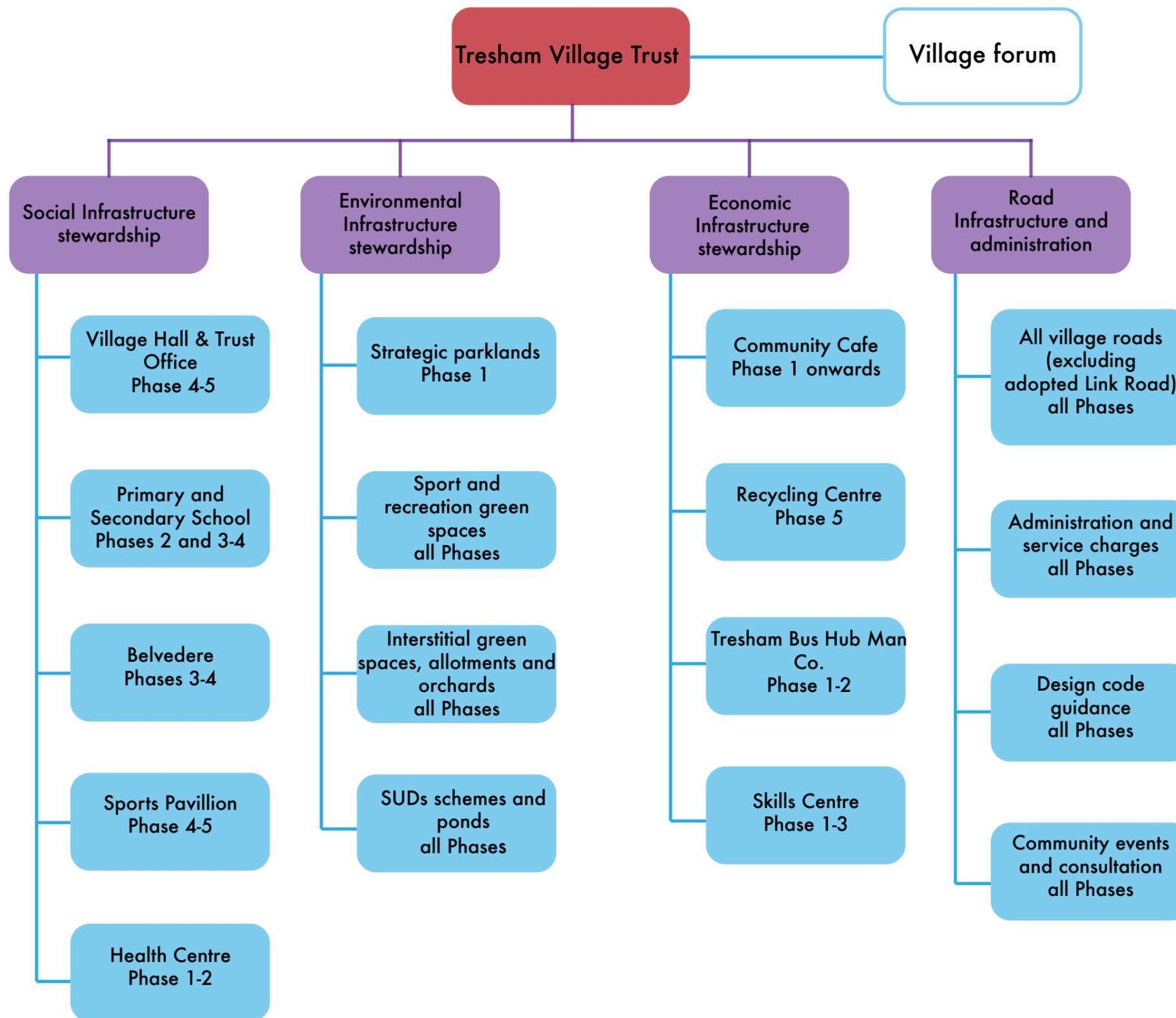


Figure 6 : Management of assets

DESIGN CODES

33. Great store is placed on the unique historic setting to create a very special garden village where place making and long-term design quality will be managed initially through land covenants, and via the Master Developer, and long term via the Tresham Village Trust.
34. Setting out clear design objectives through design codes, and ways to achieve these whilst also being sufficiently flexible, will help to ensure quality without stifling creativity or compromising innovation. They also enable the participation of a variety of small to medium sized house builders and self and custom build developers whilst maintaining overall design objectives.
35. Following a grant of planning permission but prior to Reserved Matters approvals, stakeholders will agree the design codes. These are likely to include the following:
 - a. A regulating plan;
 - b. Public space: street hierarchy, street types and how they vary by character area including landscape and materials; Suds, trees, boundary treatments; parking codes; open space with design strategies for the public open spaces; footpaths and cycle routes; play areas and allotments;
 - c. Urban form: block types, scale, wayfinding and refuse strategy
 - d. Built form: context analysis, character areas, key buildings and frontages, materials, boundaries, building form, details
36. The Design Code will be organised into three parts.
37. Part 1 will articulate the overall vision for Tresham Garden Village, noting the special characteristics of the local context. It will then set out the other core documents that should be consulted in conjunction with the Design Code before explaining how the Design Code should be used. The masterplan, character areas, street types and block principles are included in plans and sections.
38. Part 2 will draw on local precedents identified in the Precedent Study highlighting where these are appropriate for design inspiration. It will also set out key design inspirations for proposed designs that are a re-invention of the local architectural vernacular, suitable to meet the needs of a 21st century community.
39. Part 3 will identify the management, training and construction skills required for the development. Where appropriate, it will set specific and precise parameters including dimensions and technical details along with 2D and 3D sketches to demonstrate what is, and is not, acceptable. This technical information will be accompanied by images clearly marked as 'do's and don'ts'.

CONCLUDING COMMENT

40. This delivery strategy has demonstrated how the exemplar characteristics of the garden village required by relevant policy and championed by the village promoters would be delivered as the village is built out and secured into the long term.