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11.1

DELIVERY

11.1.1 INTRODUCTION

This section sets out an approach to project delivery and a suite of specific proposals to give all involved confidence that the vision and objectives for Little Haldens are both deliverable and will be delivered. Bold and finely-crafted plans and designs require an equally finely-crafted and bespoke financial appraisal and delivery plan and programme; this is manifestly not a generic scheme.

Until greater certainty is provided by an outline consent and associated S106 agreement some important aspects of delivery cannot be set in stone, but the proposals in this section nevertheless seek to provide reassurance that the ambition described in this outline application is carefully considered and that, with good faith, cooperation, and in some instances the collaboration of the LPA and other key stakeholders, can and will be delivered in practice.

11.1.2 FINANCIAL VIABILITY

The applicant has been assiduous in its financial appraisal throughout the process of planning and design, from its internal Strategic Review and thereafter through the key steps in the assembly of the designs in this Design and Access Statement. This scheme has been appraised continuously and rigorously in regard to costs and putative revenues and the sequencing of these.

There is a challenging balance to be struck between the different components of the Little Haldens scheme and the policies and objectives it is obligated to meet. This is not to say it is all entirely indivisible in its quality and functionality as a place or in regard to its economics, but it is finely poised. If one important constituent part of the scheme as proposed is removed or denuded significantly the integrity of the vision and indeed financial viability may fail.

The Gomm Valley is an expensive site to build on, and make a place in, and the Development Brief sets a high bar in terms of the scope and quality of that which is to be delivered; only so much of the extra cost associated with building well and regenerating landscape and habitat in the Gomm Valley can (or perhaps even should) be recovered in premium pricing, and in any event not in any base case viability appraisal.

There are very substantial fixed costs here that need to be sequenced with great care to support viability. These fixed costs include, inter alia:

- a. Providing a high-quality spine road and secondary and tertiary streets that are sensitive to their landscape setting while ensuring an elegant and otherwise fitting artery of movement for a sustainable residential neighbourhood. This also needs to be provided at a gradient that allows people to walk and cycle comfortably and safely along steep and sinuous slopes and in chalk geology
- b. Regenerating and maintaining - long-term - an ecologically rich landscape and other public open and green space
- c. Bespoke, innovative and quality urbanism and architecture with good materials and non-token vernacular grounding, and the quantum and maturity of street trees and other greenery required by the Development Brief to minimise visual impact
- d. Providing community services and facilities
- e. Achieving the requisite environmental sustainability performance in energy, water and waste

Residential unit numbers in this planning application have grown significantly by comparison to those stated in the Development Brief. This is for reasons of the wise use of scarce land (with acceptable and mitigated impacts), basic financial viability, sustainability, connectivity, quality, community and character, and the critical mass required to avoid becoming a car-dependent housing estate.

Much of the additional residential quantum proposed is achieved by designing for smaller units, improving plan layouts and achieving a far more efficient massing. This enables Little Haldens to house more people and ensure the resources to regenerate the landscape and demonstrate a better way of achieving genuinely sustainable edge of town development.

11.2

SEQUENCING & PROGRAMME

It is suggested that precise sequencing plans will be laid out in fulfilment of a pre-condition to the first Reserved Matters application (see the Planning Statement). But as a statement of preferred trajectory and intent – showing the preparedness of the scheme for effective delivery – and in meeting housing demand and need – the following illustrative sequences of development have been established.

The general approach to sequencing is to optimise the site's potential for developing in several places at once, moving at speed to create the critical mass of the place and indeed generating revenue to help offset the very high early cost of infrastructure.

The sequences – that is to say the simultaneous execution and layering (rather than linear phasing) of works – incorporate bundles of:

- Primary physical, green and social infrastructure
- Development parcels in different locations around the site
- Character definition and types and aesthetic
- Street, block and residential plot layout, quantum and unit mix
- Commercial land uses and activities including interim or 'meanwhile' uses

It is both possible and desirable, subject to the general state of the economy and market conditions, to build and sell in several places at once on the Little Haldens site. This is because of the length of the site and the need for a continuous construction access through the site off Gomm Road (only). The diversity in the market offer with social rent, shared ownership, private rent and custom-build would keep pace with the various open market ownership typologies and offers across the different character areas. It is in the commercial and wider interest of the project that critical mass of place is reached rapidly. Landscape and ecological work will begin with immediate effect and continue throughout and in some cases well beyond the main capital programme. It is envisaged some 'meanwhile' commercial and community uses and activities will be in place from year 2.

Preliminary work will include: site works compound; construction access through the site off the Gomm Road access; first phase of the civils and strategic landscaping works; the provision of new, safe public access onto a guided path through the Valley; mobilisation of the Green Team for site ecology and softer landscape works; an on-site public exhibition, interpretation and a marketing space.

SEQUENCE 1:

Will take place in two principal tranches situated at a) the northern tip of the site in Orchard Village and b) the south-eastern corner in Lower Brook off a new entrance and exit to Hammersley Lane, respectively.

April 2020 – April 2024

The Orchard Village, starting with Dewdens and working up through Nimings. Access for residents (not construction) will be from Cock Lane. Tile Furlong will come on stream when access is possible through the Ashwells development.

April 2020 – October 2025

Construction will begin in the Lower Brook part of the Urban Village immediately, eventually connecting Hammersley Lane to Little Haldens Square and Gomm Road.

SEQUENCE 2:

This sequence overlaps with Orchard and Lower Brook, starting 12 months after those sites are underway.

January 2021 – April 2028

Work on the Hillside Village – specifically along the western edge of Twelve Acres – will begin in 2021. This parcel is intended to be primarily self/custom build and will continue for as long as that tenure proves appealing in the market or the parcel is completed.

SEQUENCE 3:

April 2021 – April 2027

Work on Little Haldens Square and including the eastern edge of Gomm Road – will begin in 2021. This area includes the school which is provisionally scheduled to be open in year 4 (2024) and a suite of community and commercial spaces. Temporary provision will be made for family play in Little Haldens Park during the early part of this sequence; these facilities will be completed and fully open to the public once the spine road connection through this area is completed in 2023 or early 2024.

Little Haldens Square will be completed during this sequence save for the back of the Co-Housing block which will be the last building on site to be finished as it is immediately adjacent to the construction haul road.

Simultaneously work will begin on Gomms Wood Close.

SEQUENCE 4:

April 2024 – July 2027

The Hillside Village, specifically (North) Haldens. This phase will include the completion of Ashwells Lane (the spine road) through the hillside area linking the Orchard Village to the square, Urban Village and Gomm Road. The Hillside Village will be built out from the north to the south

SEQUENCE 5:

April 2027 – April 2029

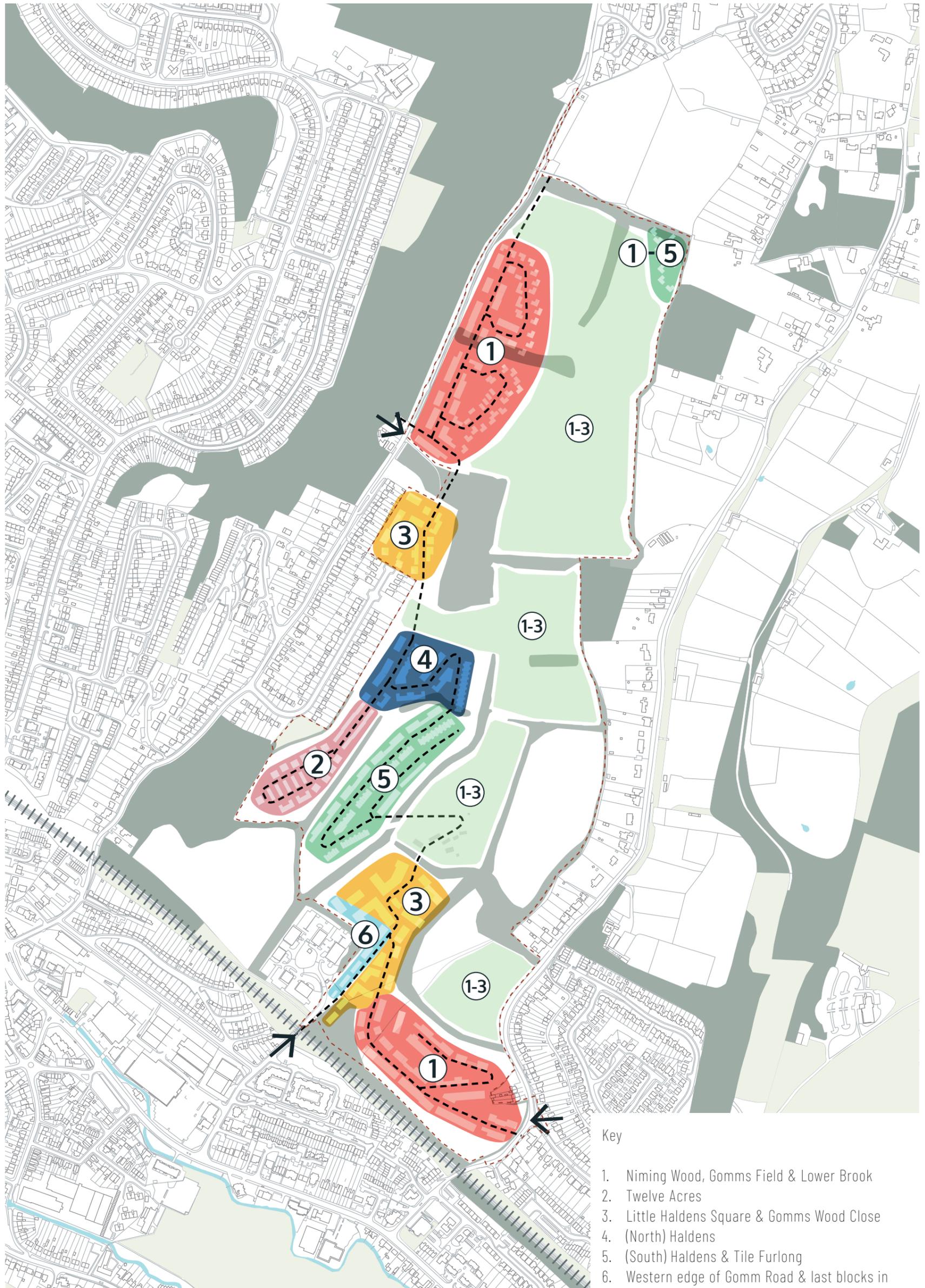
This sequence covers (South) Haldens in the Hillside Village.

SEQUENCE 6:

Jan 2028 – Jan 2029

The final sequence sees the completion of the western edge of Gomm Road running along the entrance to the site and the back of the last block in Little Haldens Village.

Green infrastructure work – Gomm Valley landscape, habitat renewal, creation and support, drainage, shelter and screening planting and open and green spaces associated with the built fabric – will begin immediately and be ongoing for 25 years; 5 years of civils, drainage and strategic planting are envisaged, 5 years of planting and intensive management and 15 further years of fully funded/underwritten management and nurture.



Illustrative phasing plan

11.3

DESIGN PRINCIPLES & MATERIALS

11.3.1 INTRODUCTION

This is an unusually detailed DAS and Outline Planning Application. There are some important design fixes proposed at this point such as the alignment, specification and outline design of the Spine Road, the connections to the wider highway network, the landscape strategy, the public square and family park and the mosaic of community and commercial land-uses intended for there.

In addition to the principal fixes referred to above, and the extensive and quite detailed illustrative material provided in prior sections of this DAS, a suite of design principles is articulated in Section 11.3.4. These will help anchor the future scheme in layout, content and form. Moreover, this DAS seeks to articulate a character and broad typologies of housing, streets and other public open and green space for each of the principal 'villages' and subsequent parcels and define a palette of materials, textures and colours that should be represented in future Reserved Matters Applications.

LITTLE HALDENS : STAKEHOLDER PARTICIPATION IN DESIGN AND DELIVERY

MASTER DEVELOPER

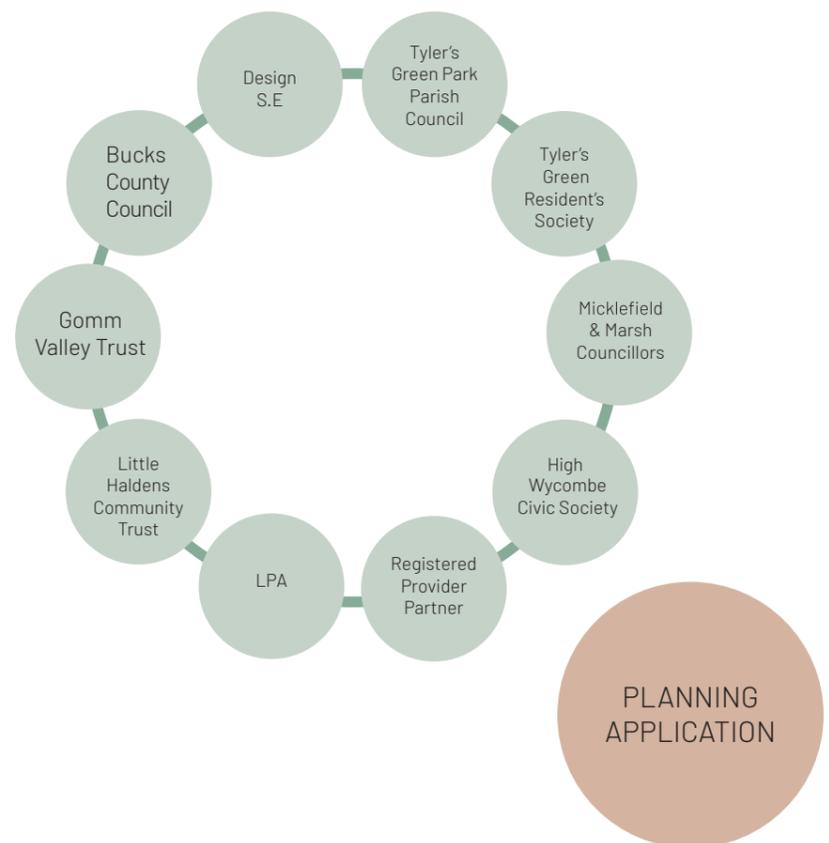
- Development Director
- Design Director
- 'Place' Architect
- Landscape Architect
- Civil Engineer
- Street Designer

EACH RESERVED MATTERS APPLICATION

Little Haldens Designer Panel



STAKEHOLDER DESIGN PANEL



11.3.2 DESIGN PROCESS

Little Haldens has been conceived and designed as one integrated place. It has a shared infrastructure, facilities and services, overall coherence and legibility of layout and aesthetic, yet with distinctive character areas and built form, and a housing offer that responds in a bespoke way to the many different conditions found on the site.

The master developer's role will be to curate, brand and choreograph the whole, controlling the tone and quality while directing the practical and rapid provision of engineering and other infrastructure works. The master developer ensures the timely delivery of connections and common parts; wider stakeholder and community relations, services and facilities; the gradual regeneration of the valley landscape through applied management (not just capital-intensive engineering and planting contracts); the creation of new public open and green spaces; and the wise release of land for development to meet market requirements and policy obligations.

It is proposed that the quality of layouts, design and, to some extent, subsequent construction be inspired and guided by a quality assurance process that is enshrined in a consent, established prior to the first Reserved Matters Application and kept in place for the duration of the capital programme.

This process would bring together local stakeholders with qualified professionals and the master developer on a regular basis to debate and review briefs, concept designs and subsequent details at each key stage of their development. It is intended to give local people a strong voice in the evolution of the designs for the Valley having close regard to the vision, plans and designs in this DAS as well as build costs and the hard choices that have to be made at each step in the process. In this way a cohort of people in the communities will be established with the timely access, insights, knowledge and other capacity to influence the design going forward and perhaps take this learning to other projects across the town in due course.

The group – the Little Haldens Design Excellence Group – would be smaller than the current Local Liaison Group, have a tighter remit and evolve its own working practices to become an effective advocate and driver of outstanding, applied and bespoke designs for the Gomm Valley.

It is suggested that representation and nomination rights would be as follows:

- Micklefield and Marsh Councillors x2
- Tylers Green Parish Council x1
- Tylers Green Residents Association x1
- High Wycombe Civic Society x1
- Registered Social Landlord partner to the master developer x1
- Local Planning Authority x1
- Buckinghamshire County Council x1
- Little Haldens Community Trust x2
- Gomm Valley Trust x2
- Design South-East x1

The Design Excellence Group would have formal terms of reference and a defined governance and working process but would not have any formal decision-making powers; these would continue to rest with the master developer and Local Planning Authority. The Group would however act as a powerful creative force, a guardian of the design ambition and principles in this DAS and as a filter and clearing house for designs before they are signed off by the developer, assembled and submitted for determination in Reserved Matters Applications.

The Local Planning Authority has nomination rights and could also send observers to meetings to keep abreast of the evolution of designs; in this way design issues can be reviewed, debated and refined substantially prior to Planning Committee.

It is suggested that the master developer will contract a professionally-qualified 'place architect' and 'landscape architect' to help ensure the overall coherence and integrity of the masterplan and its aesthetic guide design through its evolution through the capital programme; these professionals would act as convenors of the Design Excellence Group.

The terms of reference for the Group can be established via the Section 106 Agreement.

11.3.3 DESIGN PRINCIPLES

Having regard to the design process, shown below are the key design principles of the development as defined in the introduction to this Design & Access Statement. These principles are to be used to ensure that any further design work on the project is maintained to the standard set out below.

11.3.3.1 HYDROLOGY

- A series of attenuation ponds connected by open channels
- A main amenity and biodiversity pond used to harvest rainwater associated with the public swimming pond
- A public swimming pond of a size no less than 25m long and 12m wide
- Cascading open "dry" watercourses will connect the in-ground drainage to the ponds
- Water is to be collected and conveyed in swales between villages
- Swales are to be 800-1000mm deep and have sides no steeper than 1:2 gradient
- The southern attenuation pond will feed the swimming pond in Little Haldens Park

11.3.3.2 LANDSCAPE

Little Haldens Family Park

- A public park no less than 2 hectares in size

Valley landscape

- At least 30% of grassland will be designated as chalk grassland
- Ancient Woodlands, SSSI and Local Wildlife Sites will be surrounded by 1.2m high sheep proof fencing
- An all weather central valley route for walking and cycling
- Central valley route to have a high quality permeable bound gravel finish
- Central valley route to have a minimum width of 2.5m throughout
- Routes within the SSSI and LWS will be managed using 1.2m high sheep proof fencing
- Copses and hedgerows to remain distinct
- Grassland to provide ecological connectivity between woodlands and hedgerows
- Designed play areas will have two distinct characters: woodland and local
- Woodland play will be of natural materials and be located broadly towards the edges of the villages and in the wider landscape
- Local play will include more colourful materials and contemporary design and be in the villages close to homes

Villages landscape

- A range of landscape types including local squares, slip parks, local play, woodland play, community gardens and growing slopes.

11.3.3.3 MOVEMENT, ACCESS & PARKING

Access to the site

- Improved access to the site from Gomm Road
- New vehicle connection to Hammersley Lane, south of Robinson Road
- New vehicle connection to Cock Lane
- New walking and cycling connections from: Pimms Grove Green (between Pimms Grove and Pimms Close), the Ashwells site eastern side and the Ashwells site western side

Ashwells Lane & Gomm Road: The Neighbourhood street

- A main neighbourhood street running through the centre of the development which will serve as the spine road
- A gradient no steeper than 1:20 along the street's entirety
- A continuous 4.8m wide carriageway which will accommodate buses, cars and cycles
- Passing places for vehicles at least every 60 metres (end to end) along the street's length
- Parallel parking interspersed with street trees
- Street trees will be located on one side of the street and parallel parking on both sides; with the width of the parking bays allowing for a generous tree pit width for street tree planting
- Footways are two metres wide on both sides of the street

Community Streets

- Community streets to have a carriageway of 3.7m
- Community streets will accommodate cars, cycles and pedestrians with a 2m wide footway on both sides

Parking

- A variety of approaches to car parking
- Distributed so that people will be able to park where they need to
- Streets designed to prevent cars from parking where not intended
- Parking to be overseen as part of the Little Haldens Community & Sustainable Living Trust

11.3.3.4 LAYOUT & BUILT FORM

Materials

- One unifying material palette for the development
- The palette to consist of high quality and robust materials, such as: brick, natural stone, precast concrete and natural timber weatherboarding
- Within the wider material palette, each village to have a distinct character
- Orchard Village: predominantly dark brick with deeper red tones and a variety of timber treatments
- Hillside Village: predominantly light red brick with a variety of timber treatments
- Little Haldens (Urban Village North): a more eclectic mix of materials
- Lower Brook (Urban Village South): lighter brick tones of whites and pale sand/red tones and a variety of timber treatments

Character

- Each village to have a distinct character: defined by material, landscape character and layout
- The Orchard village will be characterised by dense productive tree planting, houses arranged in clusters around informal neighbourhood squares or in rows or semi-detached along Gomms Farm Way
- The Hillside Village is characterised by buildings stepped into the hillside with generous glazing to the southern and eastern aspects lining Ashwells Lane. The area of Twelve Acre Lane will have a more eclectic character with predominantly self build plots which nonetheless fit into the overall palette of materials
- Little Haldens will be characterised by a rich variety of materials and treatments which reference the local vernacular but are more vivid and expressive. The built form will be more urban and will include varied street level frontages and rooflines
- Lower Brook will be characterised by apartment buddings and row houses with broken roof and facade lines which help to articulate the buildings within the landscape

Housing

- A suite of at least ten different housing types distributed across the development
- At least 20% of the dwellings are to be singular building types - so-called 'specials'
- A special is defined as one that has an alternate character and an atypical plan
- Standard specials are predominantly placed in significant locations such as ends of rows or corners with their built footprint no different to the standard types
- Specials are taller than the surrounding buildings
- Defensible space of between 0.5m and 1.5metres width to all residential buildings

11.3.3.5 SUSTAINABILITY, ENERGY & WASTE

- Exceed current Wycombe District Council (WDC) planning requirements for a 15% reduction in carbon to achieve a 35% reduction in regulated carbon dioxide emissions on site
- Focus on minimising energy demand through passive design approaches, in particular enhanced fabric specifications;
- Promote cleaner heating systems, for example, heat pump technologies that will benefit from the cleaner electricity grid;
- Generate renewable energy by optimising solar energy across available roof space; and
- Invest in solutions resilient to future changes that can adapt to shifts in technology and policy
- Waste is to be minimised and resources will be used wisely. Where possible, waste will be used, recycled or recovered
- Major building elements (roof, external walls, floor finishes, internal partitions, windows and fit-out elements) will be carefully evaluated to balance traditional criteria such as aesthetics, technical performance and cost alongside environmental and social criteria

11.3.4 GROWING A COMMUNITY

One of the founding principles of this application is 'Better Together', referring to a deeper purpose of the built environment and places which is to inspire and support neighbourliness, civility and social cohesion.

This principle has informed the design of Little Haldens – the masterplan, the public square, the commitment to managed public open and green space and community and local commercial facilities and services – and was a common and popular topic among consultees throughout the planning and design process.

Building upon the increasingly firm foundations of community relationships and networks established during the planning exercise, it is suggested that public involvement and consultations continue through detailed design, the regeneration of the Valley landscape in construction, and in customer marketing programmes. In this way, Little Haldens will become both a better and more appealing place to live as new residents are connected to established community organisations and networks, refreshing them in the process. It will also underline the contribution the new square, the family park and newly accessible and beautiful valley can make to the life of the wider community, providing new resources and amenity for people to enjoy.

In terms of the process and institutional arrangements that will help grow a lively and convivial new community and connect it successfully to existing communities and organisations, it is proposed that the following will be established and supported:

- The Little Haldens Design Excellence Group (see 11.3.2)
- The Little Haldens Community Trust (see 11.4.3)
- The Gomm Valley Trust (see 11.4.2)
- An annual Sustainable Living and Well-Being Summer festival starting in the first Summer after planning is consented and building upon the Community Design Event hosted by Human+Nature and team in June 2018
- A public exhibition and marketing centre established on the site in Year 1 with regular community events
- The Local Food programme: it is also intended that the sustainable food programme will begin on site immediately to establish the community gardens, demonstration growing areas, temporary on-site café for the construction teams and local people and occasional pop-up restaurants
- The Little Haldens Nature Project will also begin on Day 1. Using data collected by Ecology Solutions and colleagues for the Environmental Statement, the aim is to systematically monitor, record, study and report upon the ecological change that occurs in the Gomm Valley, making it a significant laboratory of environmental change producing invaluable data for scientific work; this is both to shape future management programmes and generate learning opportunities for all involved
- An Art & Nature programme with a temporary arts' space initially and a stipend for an 'artist in residence' and for in situ exhibitions for the life of the capital programme and giving rise to a new charitable trust that will take this work forward in the future
- In regard to the proposed Primary School on site it is intended to connect the professional team and contractors working on the project to the school staff and governors to help it develop a philosophy

and practice in nature, landscape and sustainability with myriad concomitant learning opportunities

- To work closely with the Chiltern Rangers, Chiltern Society and BBOWT to optimise the opportunities for people across Wycombe district and beyond to participate actively in the regeneration and future management of the Valley and encouraging people to visit and use the wonderful natural amenity it will provide

As Little Haldens begins to take shape physically on the ground, community facilities, services and activities will be provided and grow to become key features of the new community growing there, providing the bridges and bonds that will help it thrive. It is intended these will include:

- An e-car and e-bike and scooter club
- A Little Haldens community shuttle bus service
- An estate management centre with the brief and capacity to support the community through maintaining a network of approved small works contractors; advising on sustainable energy services and technology; running the neighbourhood green waste collection service and centralised recycling facilities; operating a tool library
- The General Store aims to house a Post Office and ATM
- The Primary School will be in place by Year 4 of the development and act as a hub for certain community activities
- The Community Centre/Culture Shed will be in place from year 4 also – a lightweight, natural structure that can house community events, celebrations, meetings and so forth
- It is envisaged that a Co-Housing group will be established and its members may wish to open some of its shared facilities for public use
- The custom-build programme will provide widespread opportunities for local developers, builders and tradespeople and a forum for these will be established
- A feasibility study will be undertaken for a Community Energy Company to enable the residents to benefit from the lowest cost, most reliable forms of clean and renewable energy as Little Haldens progresses to becoming a zero-carbon community
- The Maker's Studios and Co-Working spaces will provide employment on site with environments that enable residents to work flexibly outside the home but without always making a commute to a different place of work

All new residents will be invited onto the Little Haldens intranet, receive a digital manual and newsletter and highly practical advice and support in taking advantage of the many events, services and facilities that will help them to enjoy their lives here while adapting with their friends and neighbours towards a far more sustainable lifestyle.

11.4

LONG-TERM MANAGEMENT

11.4.1 INTRODUCTION

Work has been done to consider the options and optimal arrangements for the ongoing, long-term management of a) the valley landscape and important habitats, b) the community services and facilities, and c) private rental and commercial properties.

The proposals involve 3 corporate entities:

- The Gomm Valley Trust;
- The Little Haldens Community & Sustainable Living Trust; and
- The Commercial Estate Management Company.

The role and proposed composition and indicative legal structure of each of these is set out here in more detail.

11.4.2 GOMM VALLEY TRUST

The Gomm Valley Trust (GVT) is proposed to be established as a registered charity and a company limited by guarantee incorporated under the Companies Act 2006.

A defined area of land in the valley and specific notable habitats - the precise scope of which is to be agreed in the S106 with the LPA and key consultees - will be gifted in perpetuity with restrictive covenants applied as to future use, to the GVT once the Little Haldens capital programme is completed.

The Trust will become the owner of and thus the long-term guardian of this area of 'undeveloped land' key habitats and other spaces. This land will most likely include the species-rich calcareous grasslands, the ancient woodland, the SSSI, the enlarged Local Wildlife Site, defined hedgerows and other important corridors for the movement of wildlife.

The GVT will be created in shadow form upon outline planning consent so as to help shape the final proposals for the regeneration of the landscape and said habitats and to begin work on a management regime. It is envisaged that the master developer will likely enter into an agreement with the Chiltern Rangers to work alongside infrastructure and other contractors on a 2x 5-year rolling programme of capital works programme and management priorities in the first instance, subject to agreeing financial and other terms including performance, monitoring and reporting criteria. The Chiltern Rangers is a social enterprise working with local communities to provide practical habitat management of the woodlands, chalk grassland, commons, ponds and chalk streams in the Chilterns' area. They know this landscape and are passionate about the conservation of this area of natural beauty. They are the ideal organisation to help nurture the undeveloped land and defined habitat and spaces for the benefit of local residents and visitors to the area.

The GVT and a community trust - the Little Haldens Community & Sustainable Living Trust (LHC&SLT) - will have a formal duty to cooperate. The LHCSLT will have responsibility for the maintenance of, among other things: street trees and swales; slip parks, community gardens; the Little Haldens Family Park and other defined areas of public and green open space. It is imperative given the promoter's commitment to comprehensive environmental sustainability where flora and fauna, the health of soil, clean air and water and the aesthetic quality of landscape are all seen to be interdependent and critically important, that an integrated management plan for the whole place is agreed with clear responsibilities, roles and paths to resourcing identified.

It is envisaged the objects of the Gomm Valley Trust will be developed to address the following key ideas, to:

- be an effective guardian, advocate and delivery agent for the exemplary long term ecological and landscape richness and quality of a new and more responsible edge-of-town human settlement and associated chalk grasslands, woodlands, hedgerows, wetlands and defined areas of special and local scientific and wildlife interest
- create and sustain a dynamic and resilient landscape and habitats that can adapt to current and future climate change, disease and other external forces
- act to maintain and where possible enhance connections with adjacent green infrastructure across the Wycombe and wider Chiltern landscape and in particular with the urban ecology provisions made in the developed area
- manage the landscape and habitats as a Living Laboratory, developing and maintaining an education, field studies and research/science programme to monitor and evaluate the recovery of the landscape and habitats, the ecological diversity and quality that arises through the comprehensive management plan across undeveloped and developed land on the site, and to disseminate this for public benefit
- provide people – especially but not exclusively young people in local schools – multiple and regular opportunities to experience and enjoy this land and these habitats directly through practical conservation work, play and study programmes
- sustain and act reasonably to safeguard public safety on key defined rights of way through the site and habitats and to keep a public access programme for all parts of the site consistent with the duty to manage exemplary habitats for flora and fauna
- develop and run innovative activities that illustrate the interdependence of people and the rest of nature having regard to the national and international scientific debates about access to green spaces and well-being, the loss of habitat, decline in insect, bird and other wildlife and the widespread decline in the diversity of flora.

The Gomm Valley Trust will have a significant influence over the 10-year capital budget of the master developer and thereafter have the benefit of an endowment to secure its immediate future and assist with the long-term funding of the management and maintenance of the land in its ownership.

As a charity, the Gomm Valley Trust will be able to receive a ‘tithe’ in the form of gift aid donations from the Commercial Estate Management Vehicle as part of its funding arrangements. It will be able to seek charitable funding from a broad range of organisations and benefit from a number of tax reliefs.

It is anticipated that a 25-year business plan will be produced by the master developer for the Gomm Valley Trust and this will be signed off by the Shadow Board and, ultimately upon registration as a charity, the full board of trustees of the charity.

Governance arrangements

The Gomm Valley Trust will initially be established under a Shadow Board arrangement. This means that it will operate initially as an unincorporated organisation, which will work towards incorporation as a company limited by guarantee and ultimately will seek registration with the Charity Commission. The exact Shadow Board arrangements will need to be developed with the proposed shadow directors in due course but in this period, the undeveloped land will remain with [the developer], with an interest in land being transferred when the newly incorporated company is incorporated and the shadow trustees become registered company directors.

This arrangement would be formalised in Terms of Reference which will set out how the Shadow Board and, later, the Gomm Valley Trust, will operate. The intention is that the Trustees will be the same for the Shadow Board and the registered Trust. The Terms of Reference will specify how the Shadow Board would work towards incorporation and charitable registration and how it would be governed and make decisions.

The rationale behind the Shadow Board arrangement is that it will give the Gomm Valley Trust time to develop and stabilise; at the point it seeks registration with the Charity Commission it will have proven its ability to take on the manage the undeveloped land. In this Shadow Board period.

11.4.3 LITTLE HALDENS COMMUNITY TRUST

Little Haldens Community & Sustainable Living Trust (LHC&SLT) is proposed to be established as a community interest company (CIC). The Trust will own an interest in and manage the residential estate common areas and community assets on the Site (the Community Assets) having regard to the core principles of the Little Haldens sustainable community as defined in a future founding charter.

The common areas and assets might include, for instance:

- The swimming pond;
- Family park;
- Children's play;
- Community centre;
- Paid parking spaces;
- Community shuttle bus service, e-bikes and e-car club;
- Community gardens and allotments;;
- Green waste management;
- Community festival areas / organisation (including folk dancing, flower shows and street parties);
- Art and Nature programme;
- Other public realm (including all areas which are not the undeveloped land and defined habitats and spaces and are not commercial areas of the Site)

The purpose of the Little Haldens Community Trust is to build and sustain an active community which has a shared commitment to building an inclusive and pleasurable place to live and visit with a focus on sustainable living, quality of life for all, and the health and vitality of the flora and fauna in the valley and surrounding area.

CICs are often proposed for social enterprises that want to use their profits and assets to provide a benefit to a community. They must use their income, assets and profits for the community they are formed to serve. They must pass a 'community interest test' in order to register and must ensure that they continue to meet this test for so long as they operate and wish to remain a CIC. This test is whether a reasonable person might consider that a CIC's activities are being carried on for the benefit of a community.

Corporate Structure

A CIC is a form of limited liability company and can be established as either a company limited by shares or a company limited by guarantee, but it cannot be charitable. It is intended to be an enterprising body which raises revenues, is cost-conscious, business-like and shrewd; any surpluses will be recycled in full for community benefit and accordingly it will be not-for-profit.

The LHCT will have an asset lock, which is set out in its articles. This does not mean assets can never be sold but it cannot transfer its assets (including any profits or other surpluses generated by its activities) for less than market value unless it transfers them to another CIC or a charity (that is either specified in its or articles or consented to by the CIC Regulator). It can only transfer assets if the transfer is for the benefit of the community it was set up to serve.

It is proposed that the following organisations will be the members and have the right to nominate directors to the Little Haldens Community Trust:

- The Registered Provider of the affordable housing at the Site - 1 director
- The primary school at Little Haldens -1 director
- The Co-Housing Group - 2 directors
- Micklefield Ward - 1 director
- Gomm Valley Trust - 1 director
- Residents of Little Haldens - 6 directors (2 directors from each of the 3 villages comprising the Site).

The intention is that all residents would be given a share in the Little Haldens Community Trust, and that the residents of each of the 3 villages would vote for 2 of their fellow village residents to act as directors.

Funding

The Little Haldens Community Trust would receive an initial endowment from the master developer. It will be funded on an ongoing basis through the service charges paid by residents of Little Haldens. The intention is that it will become self-sustaining as the community becomes more established.

Service delivery

The intention is to contract with the Chiltern Rangers to provide maintenance and management services for some the community assets while systematically growing active participation of the new residents in community programmes such as the gardens and allotments, urban ecology habitats and small parks, community events and festivals.

11.4.4 COMMERCIAL ESTATE MANAGEMENT COMPANY

The developer wishes to retain responsibility for the long term operation of the commercial aspects of the site in order to ensure that its vision and ambition is realised, and to ensure that the management of the commercial aspects of the site is closely aligned to the developer's core values.

By managing the Commercial Assets, the developer will be able to control and manage the quality of service provision at the site and better ensure its financial security. The developer intends to gift aid up to 10% of any surpluses made by the Commercial Estate Management Company as a form of 'tithe', to provide additional funding to the Gomm Valley Trust.

The Little Haldens Commercial Estate Management Company (LHMC) is intended to be a commercial company, established to maximise and maintain the attractiveness and appeal of the commercial elements of the development and thus generate commercial revenues. The company is intended therefore to be a company limited by shares which will be owned by the master developer or their nominee. It will own the freehold of and operate the commercial spaces on the Site (the Commercial Assets), which will include, inter alia;

- Coffee shop, bakery, summer café and micro-brewery;
- Plant centre;
- Destination restaurant;
- Co-worker and maker's spaces;
- Gym and well-being facilities;
- Private sector rental accommodation.

Funding

The Commercial Estate Management Vehicle will be self-sufficient and funded from its operation of the Commercial Assets.