

11.

Funding and implementing the proposals

Garden towns don't grow on trees. Funding the proposed infrastructure, projects and initiatives will be key to securing the jobs, homes and benefits for the town. The delivery plan sets out a framework for a viable and deliverable garden town, this chapter sets out the further work needed to complete the pre-implementation phase. The work will refine a viable proposition for private and public sector funders, adding to the funding already in place to deliver the proposals in full.

11. Funding and implementing the proposals

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Rail electrification gantry installed at Didcot Station © Frank Dumblenton

11.1.1 Delivering the garden town

The garden town offers a unique opportunity to benefit local people and the UK economy. For local people there will be new green space, community facilities and a thriving town centre. More widely, the 15,000 new homes, 20,000 new jobs and substantial value generated within the Science Vale will play a significant part in the national economy.

Pre-implementation

The first stage in realising the homes, jobs and economic benefits is to undertake further technical work and facilitate the next stage of engagement with businesses, investors and the community. The following table sets out these pre-implementation costs, broadly fitting into the following areas:

- Research, technical and feasibility studies - This involves the next stage of design, engineering and technical work to get projects ready to start on site. It also includes developing key strategies and policies to shape emerging proposals, ensuring that all of those delivering projects in the area support the objectives of the garden town.
- A garden town team - Building on the work to date, establishing a garden town team within the councils for the next five years. The team will direct the various specialist work described above and manage the council-led projects. It will also act as a point of contact for investors, developers, businesses and community organisations, ensuring that people know how they can work with the garden town principles and benefit from this.

The cost of the research, studies and garden town team amounts to £10.8m. The council will be discussing the best way to fund these costs with central government.

Implementation

The delivery plan includes a wide range of proposals, ranging from low cost early priorities, through major long term infrastructure projects to residential and commercial development. The summary funding table includes over 60 individual proposals, together with anticipated costs for these and planned or secured funding. The key categories of costs are:

- Transport infrastructure – £256.2m
- Sustainable travel and energy - £52.5m
- Governance, culture, events, business support and community engagement - £18.5m
- Town centre upgrades and social infrastructure - £60.8m
- Key development projects (residential and commercial) - £224m

The total of the above costs is £612.1m. The following table also identifies planned or secured funding and project revenue sources (including those from third parties delivering development projects) amounting to £293.3m. To implement the proposals in full therefore requires a further £318.8m of funds. The pre-implementation funding described above will be critical in firming up this funding requirement and further exploring private and

public sector funding sources. Options include central government grant or loan funding, revenue generating projects, funding from development via community infrastructure levy or other methods, local government funding or borrowing, and a range of private sector partnership opportunities.

The projects and ideas outlined within the delivery plan are very ambitious and we therefore appreciate that some of these may need to be reduced in scale or prioritised once it is clear what resources are available to support the implementation of the plan. The garden town team are currently producing a prioritised infrastructure requirements report to determine the priority of various infrastructure projects within the garden town.

11.1.2 Summary funding table

No.	Project name	Description	Max. cost estimate		Project revenue or planned funding	Comments
			Research / feasibility phase	Implementation phase		
1	Didcot Garden Town governance and project delivery	Building upon the work to date, establish an on-going garden town team within the district councils, specifically focussed on delivery of the garden town objectives. The team will drive all of the actions within the delivery plan and act as a point of contact for developers and other private sector partners wishing to invest in and deliver elements of the plan.	n/a	£14,700,000	£0	<p>£750,000 per annum until 2031 for dedicated delivery team, £300,000 per year until 2031 for project support.</p> <p>The first five years funding for the delivery team (£5,250,000) should be provided as part of the initial capacity funding required for the research/ feasibility phase. The remaining £9,450,000 should be provided in two further tranches of £4,725,000 in years 5 and 10.</p>
	Consultation delivery plan	Undertake a full public consultation on the draft delivery plan. Consider and incorporate views received so that the final plan reflects the wishes of the community.				
	Hosting stakeholder events	Arrange nomination of stakeholder representatives and host garden town update sessions to maintain the involvement of the community.				
	Meanwhile / temporary uses research	Garden town team to research best practice and support opportunities for temporary, meanwhile and pop-up uses around the town.				
	Create meanwhile use project plan	Garden town team to create a plan for the meanwhile use projects which will attract interest from potential participants and form the basis of a business plan / funding plan.				
	Endorse and publish garden town policy statement	Both councils to formally endorse non-statutory garden town policy statement and publish it as a stand alone document available on the planning policy section of their websites.				
	DPD development	Develop a programme for development, consultation and adoption of a garden town development plan documents and include it in both councils' local development schemes.				
	Align consents with garden town principles	Liaise with developers working group (see chapter 10) to explore opportunities to retrospectively align extant consents with garden town principles.				
	Work with government	Work with government to investigate how planning freedoms could be used to reinforce the delivery of the vision for the garden town.				
	Draft governance structure constitution and terms of reference	Draft a constitution and terms of reference to which each constituent body of the governance structure must agree.				
	Governance structure consultation	Prepare, publish and carry out a community engagement strategy.				
	Governance structure brand	Develop a unified brand in order to give the governance structure a single identity and clear purpose.				
2	Create 'Be in Didcot Garden Town' website	Engage a web designer to create the website, which links to the Science Vale website, creating a central location for information on the garden town and for community updates.	£25,000	n/a	£0	
3	Didcot Garden Town exhibition and conference event	Organise this event which celebrates achievements within the town and encourage continued community involvement.	£40,000	n/a	£0	To be organised with Cornerstone Arts Centre.

No.	Project name	Description	Max. cost estimate		Project revenue or planned funding	Comments
			Research / feasibility phase	Implementation phase		
4	Arts and culture strategy	Produce a town wide strategy that sets out how the town will build its cultural offer across public art, community engagement and cultural amenities, encompassing milestones, partners and funding.	£60,000	n/a	£0	
5	Create events plan	Bring together key science, arts and environment stakeholders to create an events plan, this can be an early stage in the commissioning of an arts and cultural strategy.	£10,000	n/a	£0	
6	Wayfinding strategy, design and installation	Create a wayfinding strategy and design the layout and information so that improved signage and navigation aids can be installed. Installation of wayfinding totems around Didcot, including interactive maps at the station.	£80,000	£180,000	£0	
7	Connectivity hub	Conduct a feasibility study for the connectivity hub (garden town HQ) and then construct the preferred option.	£27,500	£3,000,000	£0	
8	Didcot town centre manager	Run feasibility testing for introducing a town centre manager role to Didcot.	£5,000	£250,000	£0	
9	Social enterprise action plan	Develop an action plan for involving social enterprises in future activities linked to the achievement of garden town objectives.	£15,000	£200,000	£0	
10	Multi-use transport model	Establish a multi-use transport model that will allow for improved transport planning and ensure future infrastructure meets the needs of users.	n/a	£60,000	£0	Initial model building will take 3-4 months with additional model testing required after.
11	Smart travel and new technology	Develop smart travel initiatives to promote sustainable transport options and implement new travel technologies.	£50,000	£5,000,000	£0	
12	First and second phase of Garden Line cycle improvements	Deliver the first and second phase of the cycle improvements for the Garden Line, encouraging the uptake of cycling. The works include upgrade of routes for autonomous vehicles.	£200,000	£35,000,000	£0	
13	Cycling network improvements	Upgrade to cycling network within the whole town.	£50,000	£9,300,000	£4,500,000	This improvement is identified as essential within the enterprise zone plan but is not prioritised within the LGF3* and devolution programmes.
14	Enhanced cycling network	Extending and enhancing the cycling network including creating micro hubs.	Inc above	£2,000,000	£0	
15	Science Bridge and A4130 capacity improvements	Implement the proposed capacity improvements.	Complete	£43,200,000	£14,200,000	This improvement is identified as essential within the enterprise zone plan and is prioritised within the LGF3* and devolution programmes.

*Local Growth Fund round three

No.	Project name	Description	Max. cost estimate		Project revenue or planned funding	Comments
			Research / feasibility phase	Implementation phase		
16	Central Didcot transport Corridor (Cultural Spine and Gateway Spine)	Provide a package of works for the proposed Cultural Spine and Gateway Spine.	£400,000	£60,000,000	£0	Elements of this improvement are identified as essential within the enterprise zone plan but is not prioritised within the LGF3 and devolution programmes.
17	Northern perimeter road and east-west movement corridor	Providing a package of new highway improvements.	£100,000	£12,200,000	£6,000,000	Elements of this improvement are identified as essential within the enterprise zone plan but is not prioritised within the LGF3 and devolution programmes.
18	Access to Culham Science Centre Phase one	Install first stage of improvements for access to Culham Science Centre.	£150,000	£15,780,000	£4,000,000	Elements of this improvement are identified as essential within the enterprise zone plan but is not prioritised within the LGF3 and devolution programmes.
19	Didcot Station and rail feasibility and options study	Study for options for station location and track configuration including connectivity improvements, taking cognisance of Didcot-Oxford four-tracking and Didcot East grade separation.	£300,000	TBC	£0	Project costs and benefits are to be determined following Completion of the detailed options study.
20	Public transport strategy	Develop a strategy for public transport to improve services for users and encourage in increase in use.	£100,000	n/a	£0	
21	Parking strategy	Create a parking strategy for the town centre and station to enable efficient use of limited space.	£75,000	n/a	£0	
22	New River Thames crossing	Implement the second stage of improvements to access to Culham Science Centre, including a new crossing over the River Thames.	£150,000	£125,000,000	£0	This improvement is identified as essential within the enterprise zone plan but is not prioritised within the LGF3 and devolution programmes.
23	Backhill lane cycle and pedestrian scheme	Make improvements to Backhill lane for cyclists and pedestrians.	£20,000	£1,200,000	£1,200,000	£1.2m of funding confirmed from the OxLEP growth point fund.
24	Utilities companies engagement	Garden town team to facilitate engagement with all utilities companies to share developers' build programme and ensure capacity upgrades are in advance of delivery.	£5,000	n/a	£0	
25	Feasibility study for rainwater / greywater harvesting	Carry out a feasibility study, including costing for installation of rainwater or greywater harvesting for new build and retrofit housing.	£15,000	n/a	£0	

No.	Project name	Description	Max. cost estimate		Project revenue or planned funding	Comments
			Research / feasibility phase	Implementation phase		
26	Feasibility study for renewable energy sources	Conduct a feasibility study, including costing for installation of renewable energy sources for new build and retrofit housing.	£15,000	n/a	£0	
27	Liaise with the county council to identify location for new HWRC	Conduct options study for potential locations for new household waste recycling centre.	£20,000	n/a	£0	
28	Feasibility study for public charging stations	Carry out feasibility and costing for viable network of electric vehicle charging stations.	£10,000	n/a	£0	
29	Watercourse enhancement study	Engage with Environment Agency to identify potential improvement works to watercourses and carry out feasibility study.	£25,000	n/a	£0	
30	District heating feasibility study	Conduct detailed techno-economic modelling from 2017-18.	£30,000	n/a	£30,000	Subject to outcomes of heat mapping study. Anticipated funding from the Council and the government heat networks programme.
31	District heating detailed project development	Develop the business case and procurement strategy from 2018-2019.	£40,000	n/a	£40,000	Subject to outcomes of heat mapping study. Anticipated funding from the council and the government heat networks programme.
32	District heating commercialisation phase	Engaging with private sector partners, implement commercialisation of district heating from 2019 onwards	n/a	£40,000	£40,000	Subject to previous stages of work. Anticipated funding from the council and the government heat networks programme.
33	Specialist elderly housing plan	Develop plan for innovative elderly care in Didcot to meet the growing need.	£12,000	n/a	£0	
34	Cultural, leisure and recreational provision study	Commission further studies into: opportunities for commercial leisure/ professional team provision; health and leisure; age-friendly design and annual programme of events across Didcot.	£80,000	£60,000,000	£0	
35	Higher/ further education partner discussion	Councils to discuss with relevant stakeholders and undertake feasibility testing to consider the potential for Didcot to have a higher/ further education presence.	n/a	n/a	£0	Council garden town team to implement.

No.	Project name	Description	Max. cost estimate		Project revenue or planned funding	Comments
			Research / feasibility phase	Implementation phase		
36	Investigating opportunities for off-site construction of housing units in Didcot Garden Town.	Support growth in the off-site sector through: 1. Mapping the housing delivery pipeline to offer visibility / public data on demand over time. 2. Engaging with off-site manufacturers to support establishment of production facilities. 3. Testing suitability of council-led projects and those by other organisation such as registered providers for off-site construction. Shaping projects to suit this approach and using them to stimulate the sector.	£65,000	n/a	£0	The private sector will undertake the delivery stage and should gain financially from this, there is therefore no cost for implementation works.
37	Process for supporting high quality housing	Formulate a formal process for the approach described under chapter 6.1.3 (Supporting high quality housing). This will involve establishing the contents of the local area analysis and scheme location/ character steps and the input data for affordable housing product valuation/ affordability testing.	£20,000	n/a	£0	
38	Feasibility study for sustainable fuels	Carry out feasibility and costing for implementation of sustainable fuels for council fleet and local private fleet operators.	£24,000	n/a	£0	
39	Feasibility study for combined recovery hub in Didcot	Carry out feasibility and costing for introduction of recycling centre combined with reuse shop and community initiatives.	£20,000	n/a	£0	
40	Feasibility study for community initiatives for small scale renewables	Carry out feasibility and costing for introduction of community initiatives relating to renewables.	£14,000	n/a	£0	
41	Feasibility study for water saving	Carry out investigation into potential for grants etc. for installation of water saving devices.	£15,000	n/a	£0	
42	Engagement with developers for enhanced SuDS schemes	Work with existing developers and Environment Agency to identify potential options for enhanced SuDS schemes, including potential funding streams.	£30,000	n/a	£0	
43	Strategies required for technology implementation	Create strategies to guide the deployment of technology products and solutions in projects. These will be determined with the councils' technology partners, but may include: mass transit solutions strategy, programme management frameworks, digital platform strategy.	tbc	n/a	£0	
44	Public Spaces and landscape strategy	Produce a public spaces and landscape strategy to provide a comprehensive plan to develop public areas and integrate it with the landscape strategy for the town.	£120,000	n/a	£0	
45	Design briefs for proposals at Rich's Sidings, station square and town square	Develop the public realm brief for series of spaces associated with new built development at each location.	£50,000	n/a	£0	

No.	Project name	Description	Max. cost estimate		Project revenue or planned funding	Comments
			Research / feasibility phase	Implementation phase		
46	Detailed strategy for green routes network	Develop detailed landscape design for proposed extension of cycle and pedestrian paths. Include design briefs for cycle facilities at station square, town square, Broadway and Rich's Sidings.	£90,000	n/a	£0	
47	Research project into maintenance of landscape spaces	Research sources of alternative funding of landscape management and maintenance based on premise of increased health and wellbeing.	£40,000	n/a	£0	
48	Strategy for promotion of growing local food	Produce strategy to bring together initiatives for growing local food, from community groups, bio-science organisations and landowners to bring about a strategy for projects.	£45,000	n/a	£0	
49	Masterplan for gravel working zone	Provide comprehensive masterplan strategy and phasing diagrams for development of the gravel workings area between Sutton Courtenay and Appleford.	£120,000	n/a	£0	
50	Detailed design and phasing of enhancement of Moor Ditch	Create a detailed strategy for the enhancement of the water quality and environment of Moor Ditch.	£70,000	n/a	£0	
51	Strategy for River Thames leisure enhancement	Create a comprehensive strategy to enhance the environment and make proposals for greater leisure potential of the River Thames corridor.	£95,000	n/a	£0	
52	Neighbourhood re-greening strategy	Conduct a comprehensive review of existing street character and neighbourhoods to provide a phasing plan and detailed replanting proposals including potential for other green infrastructure.	£35,000	n/a	£0	
53	Develop a policy for new resting places for ashes	In the design of the new multi-functional spaces, or in upgrading existing open spaces, a suitable place for Columbaria to be included. Design and provision of new columbaria will address the lack of burial space within the town, can provide cultural and community amenity and be part of the open space strategy.	£50,000	n/a	£0	
54	Community hub	Grow, cook, eat community gardening and cooking centre.	n/a	£800,000	£0	
55	Design codes	Develop design codes which will assist in ensuring that the detailed delivery of the ensuing phases is to a high quality.	n/a	£150,000	£0	
56	Extant consent engagement	Continued engagement process with consented sites to ensure the key principles and aims of the garden town masterplan are taken on board and delivered through detailed design. Including but not limited to: • North East Didcot • Valley Park • Orchard Centre • Didcot A	n/a	£15,000	£0	
57	Retail strategy	Test recommendations such as providing support to independent retailers and small businesses as a balance of retail being delivered as part of Orchard Centre Phase two.	£20,000	n/a	£0	

No.	Project name	Description	Max. cost estimate		Project revenue or planned funding	Comments
			Research / feasibility phase	Implementation phase		
58	Feasibility studies	Conduct design studies to determine capacity and feasibility of recommendations within the masterplan such as: station study, Garden Line study, Cultural Spine study, Gateway Spine study.	£600,000	n/a	£0	
59	Design briefs	Develop of Design Briefs for sites critical to the delivery of the Garden Town Masterplan to ensure eventual development adheres to the established principles. These sites would include Rich's Sidings, Ladygrove East and potentially Didcot A.	£120,000	n/a	£0	
60	Didcot Gateway South project	Undertake financial and technical studies for feasibility phase through to planning permission. Subsequently work with third parties who will implement project.	£750,000	£99,000,000	£113,000,000	
61	Rich's Sidings	Undertake financial and technical studies for feasibility phase through to planning permission. Subsequently work with third parties who will implement project.	£750,000	£125,000,000	£145,000,000	
62	Potential projects	Undertake initial development appraisal, investment and procurement reviews to identify further opportunities for the councils to take the lead in working with third parties to deliver projects.	£75,000	n/a	£0	
53	Governance structure legal advice	Seek legal advice on the steps required to establish each element of the governance structure and the measures necessary to form a joint planning committee.	£20,000	n/a	£0	
64	Develop development plan document	Engage specialist planning experts to work with the council's team to draft a development plan document.	£150,000	n/a	£0	

Pre-implementation and capacity funding

Total of pre-implementation funding	£5,497,500
Council garden town team capacity funding (first 5 years)	£5,250,000
Total pre-implementation and capacity	£10,747,500

Implementation funding

Total implementation cost	£612,075,000
Less planned / confirmed funding	(£288,010,000)
Less garden town team capacity funding included above	(£5,250,000)
Funding required to implement all proposals	£318,815,000



Milton Park bus at Didcot Station © Frank Dumbleton

