

Appendix A: Garden Community Stewardship Case Study Research

| Chilmington Green, Ashford Community Development Trust | |
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| Location | Ashford, Kent |
| Scale and stage | Around 6,000 homes Community Management Organisation (CMO) set up in 2017; currently in development |
| Inclusions | Open space, community buildings, commercial premises, community hub facility (including GP surgery), waste collection and flood defences/drainage. The functions of the CMO are described as: <ol style="list-style-type: none"> 1. Commissioning (grounds maintenance etc.) 2. Financial investments and management 3. Asset management (sports facilities, play areas, eco-projects, hire of facilities etc.) 4. Community development |
| Funding | <ol style="list-style-type: none"> 1. Service charges to residents (set out in three deeds) 2. Developers are required to contribute to the CMO as follows: <ol style="list-style-type: none"> a) S106 Contributions b) A deficit grant of £3,350,000 over 10 staged payments c) Endowment of up to three sets of commercial premises totaling 50,000sq ft, though two of the premises can be commuted to a cash contribution of £2,190,750 each instead. d) Contributions to set-up costs of the CMO and two sets of operating premises for it. 3. Any profit goes back into the charity. |
| Commercial vehicle | Independently financially sustainable without reliance on council tax through financial investment and commercial rental income. |
| Decision making | Decisions sit with CMO Trustees. Representatives weighed toward developers initially but with increasing resident representation over time – local decision making is important. Trustees also include representatives from Ashford Borough Council, KCC, voluntary sector, neighbouring PC and housing association. |

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| Structure/ governance | The CMO is a charitable company. Includes clause for governance review to allow for potential parishing in the future. |
| Lessons | <ol style="list-style-type: none"> 1. Community development is an important function of the CMO 2. Recommend one service charge 3. Work needed with existing parishes to balance their views with those of future residents and raise issue of new parish in future (including boundary issues) 4. Consider using an SLA with the local council in the early days to build expertise in the new entity 5. Appears sustainable in early years |

| Milton Keynes Parks Trust | |
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| Location | Milton Keynes, Buckinghamshire |
| Scale and stage | Covers whole of Milton Keynes (around 230,000 population), established in 1992. The trust employs a large professional team of people and has a turnover of around £9m per year. |
| Inclusions | Includes around 5,000 acres of green space; local centres; commercial premises; car parks; and community centres and a café. Excludes verges and street trees, and local landscaping within housing and commercial areas. |
| Funding | <p>Received significant endowment from English Partnerships on set up. Endowment from new assets paid up front.</p> <p>Other income includes:</p> <ol style="list-style-type: none"> 1. Car parking charges 2. Profit share with farmers grazing livestock 3. Grants 4. Licences for events. |
| Commercial vehicle | <p>Holds over £100m in reserves.</p> <p>Endowment managed to near 3.5% on top of inflation (though commercial property trust and equity investment). Holds 10% for operational costs.</p> |
| Decision making | Trustees are nominated by partner organisations or are self-nominated. All tend to be local. |

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| Structure/ governance | Charity and company limited by guarantee. |
| Lessons | <ol style="list-style-type: none"> 1. Trust works hard to work with the Council over future strategic growth and planning future provision of green space. 2. Get a sound financial footing from the start to enable financial independence. 3. Be prepared to take hard decisions in line with charity objectives. |

| Cambourne Parish Council, Cambridge | |
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| Location | Cambourne, Cambridgeshire |
| Scale and stage | Around 3,000 homes, with a further 2,300 planned. Parish Council established in 2004. |
| Inclusions | <p>250ha of green space, sports centre, verges, community hub and other community spaces. Also runs community events, manages waste collection and manages energy efficiency fund for the community.</p> <p>Community-building was an important part of the early role to avoid isolation of residents and encourage young people to become motivated and involved. Appointment of Community Development worker.</p> |
| Funding | <ol style="list-style-type: none"> 1. S106 contributions (endowment with new facilities) 2. Parish precept (£450,000 pa) 3. Contract with Cambridge County Council for verge maintenance 4. Rental income from sports centre 5. Parish Council plans to acquire commercial premises for business rental and a community shop. |
| Commercial vehicle | <p>As a Parish Council the council must balance its books annually and therefore has very little in reserves. Annual budget is set in business plan, based on known income from precept.</p> <p>Other sources of funding include Landfill Tax and South Cambridge District Council for specific projects.</p> |
| Decision making | Locally led through Parish Councillors. |

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| Structure/ governance | <p>Number of councillors is 19 and is very commercial in the way it is run, and role of parish clerk has been critical – they are effectively the chief executive of the organisation. This person is critical to success.</p> <p>A Parish Council was always planned for Cambourne but initially an interim Parish Council was set up to manage assets until the formal Parish Council was in place.</p> |
| Lessons | <ol style="list-style-type: none"> 1. The Parish Council is well regarded locally. It was intentionally set up to be a dynamic and proactive organisation. 2. Success has relied on strong leadership from parish clerk and the right commercial skills. Wide range of skills across Councillors has also been important, including finance, development and architecture. 3. An interim Parish Council (made up of representatives from existing parishes and district council) was not a success and had to work hard to reach agreement on decisions. 4. Creating the parish rooms and using them for a wide variety of groups and classes gave momentum and encouraged residents to meet one another. 5. Cambourne originally had private management companies set up by developers, however the Parish Council has now taken on these areas. |

Beaulieu, Chelmsford

Lands Trust

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| Location | Chelmsford, Essex |
| Scale and stage | <p>Around 4,000 homes</p> <p>The Land Trust is a national organisation that manages open space assets and other related community facilities, e.g. sports, either as freehold or leasehold. The Land Trust has expertise in management and maintenance of public realm to a high standard, and a professional team with good financial management skills. However, its team and Trustees are centralised, so decisions are made nationally rather than locally. It has set up local friends groups to work with locally and improve collaboration on a local level.</p> |

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| Inclusions | Blue/ Green Infrastructure, community buildings and SUDS not adopted by ECC wildlife, character areas and differing management needs, strategic and incidental public open space |
| Funding | <ol style="list-style-type: none"> 1. Service charges to residents 2. Developers are required to contribute to the trust, including: <ol style="list-style-type: none"> a) S106 Contributions b) Contributions to set-up costs c) Gap in service charges over time up to build out. 3. Any profit made or funds not used for sub-contractors goes back into the charity. |
| Commercial vehicle | Independently financially sustainable without reliance on council tax |
| Decision making | Decisions sit with the trust |
| Structure/ governance | The trust is a charitable company employed by developer |
| Lessons | Need to consider incorporating community in the decision-making process. They do not currently form part of the decision-making board. |

Barking Riverside Community Interest Company

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| Location | Barking, London |
| Scale and stage | <p>Around 10,000 homes</p> <p>Mix of management company L&Q run and maintain buildings and new set up of community organisation to make decisions relating to public realm.</p> |
| Inclusions | <p>Open space, community buildings, commercial premises, community hub.</p> <p>The group is still in its learning phases and they will have decision making powers over:</p> <ol style="list-style-type: none"> 1. Commissioning (grounds maintenance etc) 2. Financial investments and management |

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| | <p>3. Asset management (sports facilities, play areas, eco-projects, hire of facilities etc.)</p> <p>The developer (BRL) does not sit on this decision-making board.</p> |
| Funding | <p>1. Service charges to residents</p> <p>2. Developers are required to contribute to operations as per s106 agreement. However, it is important to note that this is largely set up and led by BRL as their own initiative. It is industry leading.</p> |
| Commercial vehicle | To be seen as the project progresses. |
| Decision making | Decisions sit with CIC and are funded in consultation with the developer. This is will be tested as the CIC is set up. |
| Structure/ governance | The CIC is a charitable company. Includes yearly review as project progresses. |
| Lessons | Success will heavily rely on the competence of CIC leader. |

Otterpool Garden Town, Kent Community Management Organisation

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| Location | Ashford, Kent |
| Scale and stage | <p>Around 10,000 homes</p> <p>Community Management Organisation (CMO) to be set up. There are no private management companies.</p> |
| Inclusions | <p>Open space, community buildings, commercial premises, community hub facility (including GP surgery), waste collection and flood defences/drainage.</p> <p>The functions of the CMO are described as:</p> <ol style="list-style-type: none"> 1. Commissioning (grounds maintenance etc) 2. Financial investments and management 3. Asset management (sports facilities, play areas, eco-projects, hire of facilities etc.) <p>Community development</p> |
| Funding | 1. Service charges to residents (set out in three deeds) |

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| | <ol style="list-style-type: none"> 2. Developers are required to contribute to CMO and detailed business model to be procured in the coming months. 3. Any profit goes back into the charity. |
| Commercial vehicle | Set up to be independently financially sustainable without reliance on council tax through financial investment and commercial rental income. |
| Decision making | Decisions sit with CMO Trustees. Representatives weighed towards the community, making up at least 50% of the trust. This will become 100% as the project progresses. |
| Structure/ governance | The CMO is a charitable company. Includes clause for governance review to allow for potential parishing in the future given surrounding parish is too large at present. |
| Lessons | <ol style="list-style-type: none"> 1. Community development is an important function of the CMO. 2. Recommend one service charge 3. Work needed with existing parishes to balance their views with those of future residents and raise issue of new parish in future (including boundary issues). 4. Ensure developer funds and fine-grained business model is imbedded from the outset. |